



Public Services and Procurement Canada  
Departmental Acquisitions Services  
BY EMAIL to the Contracting Authority:  
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## REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal to: Public Works and Government Services Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred or attached hereto, the supplies and services listed herein or on any attached sheets at the price(s) set out therefor.

Propositions aux : Travaux publics et Services gouvernementaux Canada

Nous offrons par la présente de vendre à sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les articles et les services énumérés ici et sur toute feuille ci-annexée, au(x) prix indiqué(s).

Solicitation No. - N° de l'invitation EN439-20221984	Type - Genre	Update - Mise à jour
Solicitation closes - L'invitation prend fin at - à 2:00 PM (EDT) - 14h00 (HNE) on - le 2022-08-17	PWGSC File No. - N° de référence de TPSGC EN439-20221984	

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Date of Solicitation - Date de l'invitation 2022-07-04	
Address inquiries to - Adresser toute demande de renseignements à :  Marie-Anne.Clancy@tpsgc-pwgsc.gc.ca	
Area code and Telephone No. Code régional et N° de téléphone	Facsimile No. N° de télécopieur
Destination NCR	

**Instructions:**  
Municipal taxes are not applicable.

**Unless otherwise specified herein by the Crown, all prices quoted are to be net prices in Canadian funds including Canadian customs duties, excise taxes, and are to be F.O.B, including all delivery charges to destination(s) as indicated. The amount of the Goods and Services Tax is to be shown as a separate item.**

**Instructions:**  
Les taxes municipales ne s'appliquent pas.

**Sauf indication contraire, énoncée par la Couronne, dans les présentes, tous les prix indiqués sont des prix nets, en dollars canadiens, comprenant les droits de douane canadiens, la taxe d'accise et doivent être F.A.B, y compris tous frais de livraison à la (aux) destination(s) indiquée(s). La somme de la taxe sur les produits et services devra être un article particulier.**

Delivery required - Livraison exigée	Delivery offered - Livraison proposée
Vendor Name and Address - Raison sociale et adresse du fournisseur	
Facsimile No. - N° de télécopieur	
Telephone No. - N° de téléphone	
Name and title of person authorized to sign on behalf of vendor (type or print) - Nom et titre de la personne autorisée à signer au nom du fournisseur (caractère d'impression)	
Signature	Date

**BID SOLICITATION**

**REQUEST FOR PROPOSAL FOR  
ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES**

**VARIOUS RESOURCES CATEGORIES  
(SEE HEREIN)**

**FOR**

**PUBLIC WORKS AND GOVERNMENT SERVICES CANADA**

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The bid solicitation is divided into seven (7) parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security and Financial Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include the Pricing Schedule, Electronic Payment Instruments, Technical Criteria, Indigenous Participation Plan (IPP), Set-aside for Indigenous Business, Federal Contractors Program for Employment Equity Certification, Security Classification Guide and the Application for Registration (AFR).

The Annexes include the Statement of Work, the Basis of Payment, the Security Requirements Checklist, the Periodic Usage Report, the Report on the Results of the Indigenous Participation Plan (IPP) Template and the Task Authorization Form.

### **1.2 Legal name of department**

Although PWGSC was renamed Public Services and Procurement Canada (PSPC) for communication purposes, the legal name remains Public Works and Government Services Canada (PWGSC) in policy instruments and in legal documents including contracts.

### 1.3 Terms of Reference

The following are used in this document:

#### DEFINITION OF TERMS

Certified Document	A document that is readable and certified as an original or a true copy of the original by an authorized person.
Certified Translator	A certified translator is a member in good standing of a professional translation association in Canada whose certification can be confirmed by a seal or stamp that shows the translator's membership number.
Contracting Authority	The Government of Canada's procurement representative responsible for the management of the Contract.
Project Authority	The Government of Canada's departmental representative responsible for the day-to-day administration of the Contract and its usage.
Federal	Means working within the legislative framework of the Canadian federal government.
Public sector	Means municipal, provincial and/or federal government.
Related	In relation, association or connection with the specified subject.
Relevant	Directly applicable to the specified subject in a traceable, demonstrable, significant, and logical manner. Relevant implies that the information is both related and has meaning in context of the specified subject.
Resource	The Contractor's resource who is providing the services.

#### COMMON ACRONYMS

Admin and HR	Administrative and Human Resources
CAR	Compliance Assessment Report
ESPMO	Enterprise Strategic Project Management Office (Directorate in RPS)
GoC	Government of Canada
IPP	Indigenous Participation Plan
MTC	Mandatory Technical Criteria
NCAPD	National Capital Area Project Delivery (Directorate in RPS)
PBCP	Phased Bid Compliance Process
PMSL	Project Management Service Line (Directorate in RPS)
PSPC	Public Services and Procurement Canada (PWGSC's New Name)
PWGSC	Public Works and Government Services Canada (Legal Name of the Department)
SOW	Statement of Work
NCA	National Capital Area
NCR	National Capital Region
RFP	Request For Proposal
RPS	Real Property Services (Branch in PWGSC)
RTC	Rated Technical Criteria
TA	Task Authorization

### 1.4 Summary

- 1.4.1 Public Works and Government Services Canada (PWGSC) requires administrative and human resources support services to be provided by a highly experienced service provider. The services will be to assist PWGSC with a full range of day-to-day administrative and human resources support to the Government of Canada (GoC) real property projects in the National Capital Area. The services must be provided in accordance with Statement of Work included herein at **ANNEX A**.

The level of effort for the service requirements may vary in accordance with the needs of PWGSC and will be on an 'as and when required basis'.

The services include nine (9) resources categories/levels:

- |  |                     |
|--|---------------------|
| 1. Administrative Assistant General                    | <i>Senior</i>       |
| 2. Business Process Consultant                         | <i>Senior</i>       |
| 3. Human Resources Assistant                           | <i>Intermediate</i> |
| 4. Human Resources Consultant                          | <i>Senior</i>       |
| 5. Human Resources Consultant                          | <i>Intermediate</i> |
| 6. Human Resources Consultant                          | <i>Junior</i>       |
| 7. Leadership Development (Coaching) Consultant        | <i>Senior</i>       |
| 8. Organizational Design and Classification Consultant | <i>Senior</i>       |
| 9. Staffing Consultant                                 | <i>Senior</i>       |

PWGSC intends to issue one (1) Contract for the required services to be provided as a result of this solicitation.

This bid solicitation is being issued to satisfy the requirements of PWGSC. It is intended to result in the award of one (1) Contract. The contract will be for two (2) years and, if required by Canada, the irrevocable option to extend the term of the Contract by one (1) additional one (1) year period under the same conditions.

Canada may exercise this option at any time by sending a written notice to the Contractor ten (10) calendar days before the contract expiry date. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

The firm hourly rates detailed in the Pricing Schedule, will be adjusted annually on the start date of each new Contract Year (starting with Contract Year 2 and for the whole period of the contract including the option periods) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index (CPI) for Canada, All-Items (Not Seasonally Adjusted), published by Statistics Canada, for the 12-month period ending two (2) months prior to the new Contract Year Start date [https://www.statcan.gc.ca/en/subjects-start/prices and price indexes/consumer price indexes](https://www.statcan.gc.ca/en/subjects-start/prices-and-price-indexes/consumer-price-indexes).

1.4.2 There are security requirements associated with this requirement. For additional information, consult Part 6 – Security and Financial Requirements, and Part 7 – Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Security screening for government contracts](https://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<https://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

1.4.3 This procurement is conditionally set aside under the federal government Procurement Strategy for Indigenous Business if the two (2) conditions below are met. For more information on Indigenous business requirements of the Set-aside Program for Indigenous Business, refer to [Annex 9.4](#) of the Supply Manual.

This procurement is conditionally set aside from the international trade agreements under the provision each has for measures with respect to Indigenous peoples or for set-asides for small and minority businesses if the two (2) conditions below are met.

Further to Article 800 of the Canadian Free Trade Agreement (CFTA), CFTA does not apply to this procurement if the two (2) conditions below are met.

Conditional Set-aside conditions:

1. Bids from two (2) or more Indigenous Businesses are responsive with the mandatory requirements; and
2. Bids from two (2) or more Indigenous Businesses are, in the evaluation team's opinion, not affiliated within the meaning used in the [Competition Act, R.S.C., 1985, c. C-34](#).

Indigenous Businesses is here defined as an entity which has submitted with its bid a valid Owner / Employee Certification (see **ATTACHMENT 1 TO PART 5** titled Set-aside for Indigenous Business).

If the above two (2) conditions are not met, the procurement will remain open for competition among all businesses and the following will apply:

The Canadian Free Trade Agreement (CETA), Canada-Chile Free Trade Agreement, Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), Canada-Columbia Free Trade Agreement, Canada-European Union Comprehensive Economic and Trade Agreement (CETA), Canada-Honduras Free Trade Agreement, Canada-Korea Free Trade Agreement, Canada-Panama Free Trade Agreement, Canada-Peru Free Trade Agreement, Canada-UK Trade Continuity Agreement (Canada-UK TCA), Canada-Ukraine Free Trade Agreement and the World Trade Organization Agreement on Government Procurement (WTO-AGP).

- 1.4.4 This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement, outside the resulting contract.
- 1.4.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 – Resulting Contract Clauses and **ATTACHMENT 3 TO PART 5** titled Federal Contractors Program for Employment Equity – Certification.

## **1.5 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within fifteen (15) working days from receipt of the results of the bid solicitation process. The debriefing may be by telephone, MS Teams or Zoom.



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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual \(https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual\)](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 180 days

### 2.2 Submission of Bids

Bids must be submitted to the Contracting Authority by the date, time and place indicated on page 1 of the bid solicitation.

Bidders must submit Page 1 of this Request for Proposal, duly completed, signed and dated by a person authorized to sign on behalf of the Bidder (Vendor/firm).

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

### 2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

#### Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act, R.S., 1985, c. F-11](#), a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act \(PSSA\), R.S.C., 1985, c. P-36](#), and any increases paid pursuant to the [Supplementary Retirement Benefits Act, R.S.C., 1985, c. S-24](#) as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act, R.S.C., 1985, c. C-17](#), the [Defence Services Pension Continuation Act, R.S.C. 1970, c. D-3](#), the [Royal Canadian Mounted Police Pension Continuation Act, R.S.C. 1970, c. R-10](#), and the [Royal Canadian Mounted Police Superannuation Act, R.S.C., 1985, c. R-11](#), the [Members of Parliament Retiring Allowances Act, R.S.C., 1985, c. M-5](#), and that portion of pension payable to the [Canada Pension Plan Act, R.S.C., 1985, c. C-8](#).

### **Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes ( ) No ( )**

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a. name of former public servant; and
- b. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

### **Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks; and
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

## **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

## **2.5 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

## **2.6 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least ten (10) calendar days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

## **2.7 Language of Documents**

All documents (including diplomas, degrees and certifications) submitted by the bidders must be in one of Canada's official Languages (French or English).

- a. If such a document is not available in either French or English, it must be accompanied by an official translation of the original document, or of a certified copy of the original document in English or French.

That translation must be;

- of the original document, or
  - of the certified copy of the original document, and
  - certified by a certified translator, or in the event that the translation cannot be provided by a certified translator, it must be accompanied by an affidavit; and
  - included with the Bid.
- b. Documents that are already in English or French do not have to be translated, even if the Bid is in the other official language. For example, a bid submitted in French may be accompanied by an English document. A translation of the English document is not required.
  - c. Supporting documents in a language other than English or French can either be the originals or certified photocopies of the originals.

When a certified copy of the original document is submitted, the accompanying translation must be of the certified copy and the translator must stamp both the certified copy and the translation.

- d. Documents that are not in English or French must be translated by a certified translator. A certified translator is a member in good standing of a professional translation association in Canada whose certification can be confirmed by a seal or stamp that shows the translator's membership number. All stamps and seals must also be in English or French.
- e. In situations where the translation cannot be provided by a certified translator, it must be accompanied by an affidavit\* swearing to the accuracy of the translation and the language proficiency of the translator.

\*An affidavit for a translation is a document that states that the translation is an accurate version of the original text. The translator swears that their translation is an accurate representation of the contents of the original document. The translator does this in front of a commissioner authorized to administer oaths in Canada. The commissioner or notary public must be proficient in English or French in order to administer the oath. All stamps and seals that are not in English or French must also be translated.

In Canada, an authorized person that can take an affidavit is either a notary public, a commissioner of oaths or a commissioner of taking affidavits.

IMPORTANT: Any submitted document that is not compliant with PART 2 - 2.7 Language of Documents, will be considered inadmissible and will not be given any consideration.

## 2.8 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
  - Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

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## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **Bid Preparation Instructions**

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid – One soft copy – Portable Document File (PDF);  
Section II: Indigenous Participation Plan – One soft copy - Portable Document File (PDF);  
Section III: Financial Bid – One soft copy – Portable Document File (PDF);  
Section IV: Certifications – One soft copy – Portable Document File (PDF); and  
Section V: Additional Information – One soft copy – Portable Document File (PDF).

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders submit their bids in unprotected (i.e. no password) PDF format by email.

**The PWGSC email attachment size limit is 10MB.** Emails exceeding 10MB will not be received. Bidders may split their submitted content into multiple emails by identifying, for example 1 of 3, 2 of 3 etc..

It is the sole responsibility of the Bidder to ensure a timely submission of their bid is made. Canada will not be responsible for late bids received at destination after the closing time, even if it was submitted before.

Bidders should also ensure that their email message indicates the legal name of the bidding entity.

### **Format for Bid**

Canada requests that bidders follow the format instructions described below in the preparation of their bid.

- (i) Use 8.5 x 11 inch (216 mm x 279 mm) pages; and
- (ii) Use a numbering system that corresponds to the bid solicitation.

### **Submission of Only One Bid**

Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

#### **3.1 Section I: Technical Bid**

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Substantiation of Technical Compliance:

- A- **Mandatory Technical Criteria:** The technical bid must substantiate its compliance with the specific articles of **ATTACHMENT 1 TO PART 4**, Table 2, which is the requested format for providing the substantiation.
- B- **Point Rated Technical Criteria:** The technical bid must substantiate its compliance with the specific articles of **ATTACHMENT 1 TO PART 4**, Table 4, which is the requested format for providing the substantiation.

### **3.2 Section II: Indigenous Participation Plan**

As part of Canada's commitment to support its Indigenous First Nations population, this procurement contains a point rated Indigenous Participation Plan (IPP) that aims to provide socio-economic assistance to Indigenous Peoples and Indigenous Firms in Canada. As a result, bidders are strongly encouraged to submit a draft IPP as part of their Request For Proposal (RFP) response. Instructions on how to prepare an IPP can be found in **ATTACHMENT 2 TO PART 4**.

### **3.3 Section III: Financial Bid**

Bidders must submit their financial bid in accordance with the Pricing Schedule detailed in **ATTACHMENT 1 TO PART 3**, Table 1.

#### **3.3.1 Electronic Payment of Invoices – Bid**

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete **ATTACHMENT 2 TO PART 3** Electronic Payment Instruments, to identify which ones are accepted.

If **ATTACHMENT 2 TO PART 3** Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

#### **3.3.2 Exchange Rate Fluctuation**

*SACC Manual* Clause [C3011T](#) (2013-11-06), Exchange Rate Fluctuation

### **3.4 Section IV: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

### **3.5 Section V: Additional Information**

3.5.1 In Section V of their bid, Bidders must provide:

- i. Their legal name;
- ii. Their Procurement Business Number (PBN)
- iii. the name of the contact person (provide also this person's mailing address, phone and email address) authorized by the Bidder to enter into communications with Canada with regards to their Bid, and any contract that may result from their Bid;
- iv. for Part 2, article 2.3, Former Public Servant, of the Request for Proposal: the required answer to each question; and, if the answer is yes, the required information;

3.5.2 Bidders who bid as a joint venture must indicate clearly that it is a joint venture and provide the following information:

- i. The name of each member of the joint venture;
- ii. The Procurement Business Number (PBN) of each member of the joint venture;
- iii. The name of the representative of the joint venture, i.e. the member chosen by the other members to act on their behalf, if applicable; and
- iv. The name of the joint venture, if applicable.

### 3.5.3 Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

As indicated in Part 6 under Security Requirements, the Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number

City, Province, Territory / State

Postal Code / Zip Code

Country

The Company Security Officer must ensure through the [Security screening for government contracts](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in Part 6 – Security and Financial Requirements.

**ATTACHMENT 1 TO PART 3**  
**PRICING SCHEDULE**

The Bidder must complete **ATTACHMENT 1 TO PART 3**, Table 1 – Pricing Schedule and also include it in its financial bid, its quoted all-inclusive fixed hourly rate (in Can \$) for each of the resource categories and levels identified.

Firm All-inclusive Hourly Rate include profit, overhead expenses such as administrative support, facsimile, courier, photocopying, mail, word processing, office supplies, other operating costs and any time spent travelling from the specified individual's work location to a specific pre-authorized work assignment in Canadian funds. Firm All-inclusive Hourly Rate will be used as the basis of payment for each task authorization. The Contractor will be paid firm rates as follows, for work performed in accordance with the Contract. Applicable Taxes are extra.

The volumetric data included in this pricing schedule are provided for bid evaluation price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

The rates included in this pricing schedule include the total estimated cost of any travel and living expenses that may need to be incurred for the Work described in Part 7 of the bid solicitation required to be done, delivered or performed inside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](#), available on the Justice Laws Website (<https://laws-lois.justice.gc.ca/eng/acts/n-4/FullText.html>).

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.



**ATTACHMENT 1 TO PART 3  
TABLE 1  
PRICING SCHEDULE**

**ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES**

#	Resource Category	Level of Expertise	Estimated Level of Effort (Hours)		(C) FIRM HOURLY RATE	(D) TOTAL ESTIMATED COST = (A+B) x C
			(A) INITIAL CONTRACT PERIOD (Years 1 to 2)	(B) OPTION CONTRACT PERIOD (Year 3)		
1	<b>Administrative Assistant General</b>	<i>Senior</i>	5,000	2,500	\$	\$
2	<b>Business Process Consultant</b>	<i>Senior</i>	500	250	\$	\$
3	<b>Human Resources Assistant</b>	<i>Intermediate</i>	100	50	\$	\$
4	<b>Human Resources Consultant</b>	<i>Senior</i>	1,500	800	\$	\$
5	<b>Human Resources Consultant</b>	<i>Intermediate</i>	200	200	\$	\$
6	<b>Human Resources Consultant</b>	<i>Junior</i>	100	100	\$	\$
7	<b>Leadership Development (Coaching) Consultant</b>	<i>Senior</i>	1,000	500	\$	\$
8	<b>Organizational Design and Classification Consultant</b>	<i>Senior</i>	400	100	\$	\$
9	<b>Staffing Consultant</b>	<i>Senior</i>	1,000	500	\$	\$
<b>TOTAL BID PRICE FOR EVALUATION (BIDDER'S EVALUATED PRICE) = (E)</b>						\$

In order to ensure that fair and competitive rates are received, the following requirement must be strictly adhered to: Bidders must submit an hourly rate for each listed category/level. The hourly rate for any given category cannot be \$0 or nil value.

In the case of error in the extension of prices, the firm hourly rate will govern. Canada may enter into contract without negotiation.

**ESCALATION CLAUSE**

The firm hourly rates detailed in the Pricing Schedule above, will be adjusted annually on the start date of each new Contract Year (starting with Contract Year 2 and for the whole period of the contract including the option periods) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index (CPI) for Canada, All-Items (Not Seasonally Adjusted), published by Statistics Canada, for the 12-month period ending 3 months prior to the new Contract Year Start date [https://www.statcan.gc.ca/en/subjects-start/prices\\_and\\_price\\_indexes/consumer\\_price\\_indexes](https://www.statcan.gc.ca/en/subjects-start/prices_and_price_indexes/consumer_price_indexes).

Example:

Contract Start Date: April 1, 2018

At the start of Contract Year 2 (i.e. April 1, 2019), the Contract Year 1 rates as stated in Table 1 Pricing Schedule would be increased by 2.3% based on the following assumptions:

		% Change in Monthly CPI
		↓
January	2018	1.7%
February	2018	2.2%
March	2018	2.3%
April	2018	2.2%
May	2018	2.2%
June	2018	2.5%
July	2018	3.0%
August	2018	2.8%
September	2018	2.2%
October	2018	2.4%
November	2018	1.7%
December	2018	2.0%

$$27.2\% / 12 \text{ months} = 2.3\%$$

To determine the Contract Year 3 rates, the Contract Year 2 rates calculated above would be adjusted using the same Statistics Canada Table and same formula with data for the January 2019 – December 2019 12-month period.

**ATTACHMENT 2 TO PART 3**  
**ELECTRONIC PAYMENT INSTRUMENTS**

*As indicated in Part 3, clause 3.3.1, the Bidder must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.*

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- VISA Acquisition Card;
- MasterCard Acquisition Card;
- Direct Deposit (Domestic and International);
- Electronic Data Interchange (EDI);
- Wire Transfer (International Only); and /or
- Large Value Transfer System (LVTS) (Over \$25M).

## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
- (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have two (2) working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
- (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
- (A) verify any or all information provided by the Bidder in its bid; or
- (B) contact any or all references supplied by the Bidder (e.g., references named in the résumés of individual resources) to verify and validate any information submitted by the Bidder,
- The Bidder must provide the information requested by Canada within three (3) working days of a request by the Contracting Authority.
- (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

#### 4.1.1 Phased Bid Compliance Process

##### 4.1.1.1 General

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, bidders are and will remain solely responsible for the accuracy, consistency, and completeness of their bids. Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in bids or in responses by a bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY.

REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE.

THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY

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REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative. These include without limitation: failure to sign any part of the Bid; checkmark a box in a form; failure of format or within the form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; and inadvertent errors in numbers or calculations that do not change the amount that the Bidder has specified as the price, or of any component thereof that is subject to evaluation. This will not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2020-05-28) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### 4.1.1.2 Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing. Note that this review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion, that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid; the bid will be considered non-responsive and will be given no further consideration.
- (d) For bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such bidders will not be entitled to submit any additional information with respect to their Financial Bid.
- (e) The bidders who have been sent a Notice will have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the

Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.

- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments will be identified by the Bidder and only these adjustments will be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, only that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive per the requirements reviewed at Phase I to the satisfaction of Canada, then the bid will be considered non-responsive and will receive no further consideration.
- (i) Only bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### 4.1.1.3 Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. Note that this review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the Phased Bid Compliance Process (PBCP). Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the bid has failed to meet. A bidder whose bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its bid has been found responsive to the requirements reviewed at Phase II. Such bidder will not be entitled to submit any response to the CAR.
- (c) A bidder will have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing; additional information, different information, or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the bid, the Bidder will identify such additional changes, provided that its response must not include any change to the

Financial Bid.

- (e) The Bidder's response to the CAR must identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original bid, the wording of the proposed change to that section, and the wording and location in the bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, only that part of the original bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the bid, but will be considered by Canada in the evaluation of the bid at Phase II for the sole purpose of determining whether the bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder will bind the Bidder as part of its bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the bid.
- (h) Canada will determine whether the bid is responsive to the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the bid is not found responsive to the requirements reviewed at Phase II to the satisfaction of Canada, then the bid will be considered non-responsive and will receive no further consideration.
- (i) Only bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

**4.1.1.4 Phase III: Final Evaluation of the Bid**

- (a) In Phase III, Canada will complete the evaluation of all bids found responsive to the requirements reviewed at Phase II. The bids will be assessed in accordance with the requirements of the bid solicitation including the technical and financial evaluation criteria.
- (b) A bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

**4.2 Technical Evaluation**

PWGSC reserves the right to verify information for completeness and accuracy and to confirm reference satisfaction with services provided. The evidence provided by the Bidder may be verified by the Crown. Failure by the Bidder to provide the required evidence or in the event where the evidence cannot be verified or the service found to be unsatisfactory, the bid will be considered non-responsive and no further consideration may be given to the Bidder.

#### 4.2.1 Joint Venture Experience

- (a) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the Bidder demonstrate experience providing maintenance and help desk services for a period of twenty (24) months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), if the Bidder has previously done the work, this bidder can use this experience to meet the requirement. However, if member L obtained this experience while in a joint venture with a third party N, that experience cannot be used because the third party N is not part of the joint venture that is bidding.

- (b) A Joint Venture Bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the Bidder have three (3) years of experience providing maintenance service, and (b) that the Bidder have two (2) years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for three (3) years of experience providing maintenance services, the Bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling three (3) years. Such a response would be declared non-responsive.

- (c) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the Bidder demonstrate experience providing resources for a minimum number of a hundred (100) billable days, the Bidder may demonstrate that experience by submitting either:

- Contracts all signed by A; or
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture; or
- Contracts signed by A and contracts signed by A and B in joint venture; or
- Contracts signed by B and contracts signed by A and B in joint venture,

that show in total a minimum of a hundred (100) billable days.

- (d) Any bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.



#### 4.2.2 Flexible Grid

Refer to **ATTACHMENT 1 TO PART 4** – Table 1.

#### 4.2.3 Mandatory Technical Criteria (MTC)

Refer to **ATTACHMENT 1 TO PART 4** – Table 2.

The Phased Bid Compliance Process (PBCP) will apply to all mandatory technical criteria.

#### 4.2.4 Point Rated Technical Criteria (RTC)

Refer to **ATTACHMENT 1 TO PART 4** –Table 4. Point-rated technical criteria not addressed will be given a score of zero.

A passing mark of seventy percent (70%) (rounded up to a whole number) applies to the sum of the technical proposal (Point Rated Technical Criteria).

#### 4.2.5 Reference Checks

Reference checks for the purpose of this evaluation are used to verify and validate the Bidder's response. Canada reserves the rights to validate the information provided by the Bidder by contacting the references provided by the Bidder.

It is the sole responsibility of the Bidder to ensure that it provides a contact that is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a customer reference.

#### 4.2.6 Indigenous Participation Plan

Refer to **ATTACHMENT 2 TO PART 4**, INDIGENOUS PARTICIPATION PLAN (IPP)

### 4.3 Financial Evaluation

Bidders must complete and submit a Financial Bid in response to this RFP. Upon completion of the technical evaluation, and only for the technically responsive bids, the financial bid will be evaluated.

For bid evaluation and contractor selection purposes only, the evaluated price of a bid, will be determined in accordance with the Pricing Schedule, detailed in **ATTACHMENT 1 TO PART 3**.

#### 4.3.1 Conduct of Financial Evaluation

PWGSC will conduct the financial evaluation, based on the methodology detailed below:

- (a) For the technically responsive bidder, the financial bid submitted will be assessed. All financial evaluations will be based on firm hourly rates.
- (b) The following step will be taken for each Resource Categories:
  - (i) The firm hourly rates of all resources (under categories of *Junior*, *Intermediate* and/or *Senior*) will be multiplied with the level of effort (hours) for all three (3) years (initial contract period of two (2) years plus the option years 1 period of one (1) years) to obtain a Total Estimated Cost.
  - (ii) Only firm hourly rates proposed for all resources (under categories of *Junior*, *Intermediate* and/or *Senior*), for all two (2) years, will be used to calculate the Total Bid Price for evaluation (Bidder's evaluated price), by adding all the Total estimated costs together for all the resources.

#### 4.4 Basis of Selection

The following selection process will be conducted:

The basis of selection is the highest combined rating of Technical Merit (65%), Price (25%) and Indigenous Participation Plan (IPP) (10%).

4.4.1. To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation; and
- b. meet all mandatory criteria (**ATTACHMENT 1 TO PART 4**, Table 2); and
- c. obtain the required minimum of 151 points overall for the technical evaluation criteria (**ATTACHMENT 1 TO PART 4**, Table 4), which are subject to point rating. The rating is performed on a scale of 215 points.

4.4.2. Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

4.4.3 The lowest evaluated price (LP) of all responsive bids will be identified and a pricing score (PSi), determined as follows, will be allocated to each responsive bid (i):  $PSi = LP / Pi \times 25$ . Pi is the evaluated price (P) of each responsive bid (i).

4.4.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive bid (i):  $TMS = OSi \times 65$ . OSi is the overall score (OS) obtained by each responsive bid (i) for all the point rated technical criteria specified in **ATTACHMENT 1 TO PART 4** – Table 4, determined as follows: total number of points obtained / maximum number of points available.

4.4.5 In addition, the Indigenous Participation Plan (IPP) of each responsive bid (i) is worth ten percent (10%) and will then be added to the combined rating.

4.4.6 The overall Technical (OT), Financial (F) and Indigenous Participation Plan (IPP) Score (S), OTFIPPS is determined as follows:  $OTFIPPS = PSi + TMSi + IPPSi$ .

4.4.7 The responsive bid with the highest combined rating of technical merit, price and Indigenous Participation Plan will be recommended for award of a contract. In the event two or more responsive bids have the same highest combined rating of technical merit, Price and IPP, the responsive bid that obtained the highest overall score for the combination of the point rated technical criteria detailed in **ATTACHMENT 1 TO PART 4**, Table 4 and the IPP in **ATTACHMENT 2 TO PART 4**, Table 1, will be recommended for award of a contract.

4.4.8 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 65/25/10 ratio of the technical merit, price, and the IPP respectively.

Legend for the abbreviations:

F	Financial
i	Responsive Bid
IPP	Indigenous Participation Plan
LP	Lowest Evaluated Price
O	Overall
OT	Overall Technical
OTFIPPS	Overall Technical, Financial and Indigenous Participation Plan Score
P	Price
PSi	Pricing Score for Responsive Bid
S	Score
TM	Technical Merit

<b>Basis of Selection – Highest Combined Rating of: Technical Merit (65%) Price (25%) and Indigenous Participation Plan (IPP) (10%)</b>			
Bidder	Bidder 1	Bidder 2	Bidder 3
Overall Score for All the Point Rated Technical Criteria	OS: 93/105	OS: 101/105	OS: 82/105
Bid Evaluated Price	Pi: \$990,000	Pi: \$1,000,000	Pi: \$935,000 (LP)
Indigenous Participation Plan	IPP: 5	IPP: 4	OPP: 10
Calculations (Rounded to two decimal)	Technical Merit Score (OSi x 65 = TMSi)	Pricing Score (LP/Pi x 25 = PSi)	Overall Technical, Financial Score and Indigenous Participation Plan (TMSi + PSi + IPP= <b>OTFIPPS</b> )
Bidder 1	$93/105 \times 65 = 57.57$	$935/990 \times 25 = 23.61$	$(57.57 + 23.61 + 5) = \mathbf{86.18}$
Bidder 2	$101/105 \times 65 = 62.52$	$935/1000 \times 25 = 23.38$	$(62.52 + 23.38 + 4) = \mathbf{89.90^*}$
Bidder 3	$82/105 \times 65 = 50.76$	$935/935 \times 25 = 25$	$(50.76 + 25 + 10) = \mathbf{85.76}$

\* **Bidder 2** achieved the highest combined rating (Technical Merit, Price and Indigenous Participation Plan). As a result, it would be recommended for the contract award.

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## ATTACHMENT 1 TO PART 4 TECHNICAL CRITERIA

### 1. Flexible Grid

The Bidder must include the Flexible Grid in its proposal, and clearly identify in its proposal how each criteria is met by indicating in bold the compliance reference.

Example of how to indicate in bold the compliance reference in a proposed resource's CV:

**EDUCATION (Flex Grid, MTC2, MTC3a)**  
*Honours Bachelor's Degree in Business Administration and Economics*  
*September 2017 - May 2021*  
*Royal Military College, Kingston, ON*

Note: the compliance grid, by and of itself, does not constitute demonstrated evidence. The Bidder must submit a detailed CV for each of the proposed resources including photocopies of education, certifications and professional accreditations.

### 1.1 Resources

The flexible grid indicates the minimum level of points required to qualify for each Level of Expertise. Various amounts of points are given for education, professional certification and relevant experience. The flexible grid must be used for all categories unless otherwise specified.

### 1.2 Education

Academic Certification (Diploma, Degree) must be obtained through a recognized academic institution. Points will only be awarded for the highest level of education achieved by the resource.

A recognized academic institution refers to Canadian university, college or high school\*, or the equivalent as established by a recognized Canadian academic credentials assessment service\*\*, if obtained outside Canada. In Québec, some professions are governed by a regulatory organization\*\*\*.

\* The list of educational institutions in Canada can be found on the Canadian Information Center for International Credentials website  
([https://www.cicic.ca/868/search\\_the\\_directory\\_of\\_educational\\_institutions\\_in\\_canada.canada](https://www.cicic.ca/868/search_the_directory_of_educational_institutions_in_canada.canada))

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\*\*\* The process for obtaining recognition of competencies by a regulatory organization in Quebec can be found under the Ministère de l'Immigration, Francisation et Intégration du Québec web site  
<http://www.immigration-quebec.gouv.qc.ca/en/working-quebec/recognition-competencies/regulatory-organizations.html>.

### 1.3 Relevant Professional Certification

The professional certification must be valid and relevant to the specific resource category. A maximum of one (1) certification will receive points.

The Certification must be relevant to the field of application. Acceptable certifications include but are not limited to those on the following list. Whether listed or not, it is incumbent upon the Bidder to demonstrate the relevance of the professional certification to the proposed work.

- Accreditation in Classification in the Federal Public Service Context
- Certified Associate in Project Management (CAPM)
- Certified Employee Benefit Specialist (CEBS)
- Certified Human Resources (HR) Professional (CHRP)
- Certified Management Consultant (CMC)
- International Personnel Management Association Certified Specialist (IPMA-CS)
- Formal training on the Federal Public Service Executive Classification Standard
- National Staffing Council Certification
- Program Management Professional (PgMP)
- PSC Staffing Certification (issued up to Dec. 2005)

#### 1.4 Experience

The experience must be demonstrated and be directly related to each resource category.

**Bidders must provide complete details as to where, when, month and year, and how, through which activities and/or responsibilities, the stated qualifications and/or experience were obtained.**

Experience gained during formal education will not be considered work experience. All requirements for work experience will be obtained in a legitimate work environment as opposed to an educational setting. Co-op work terms are considered work experience provided they are related to the required services. The month(s) of experience listed for a project and/or program whose time frame overlaps that of another referenced project and/or program, will only be counted once.

The qualifications and experience of the proposed resources(s) will be assessed against the requirements set out in the Tasks and Responsibilities for each respective resource category as outlined in the Statement of Work of this RFP. PWGSC may request reference information. Canada reserves the right to request references from a bidder to conduct a reference check in order to verify the accuracy of the information provided. The resource(s) proposed must meet the minimum experience requirements detailed in this RFP for the category for which they are being proposed.

#### 1.5 How to use the Flexible Grid

Points will be allocated to each resource proposed by the Bidder for the education, the certification and the experience. The total of points will determine if the resource is considered as a *junior*, *intermediate* or *senior*.

PWGSC will specify what level of expertise (*junior*, *intermediate* or *senior*) is needed for their requirement and the Bidder will have to propose a resource meeting the minimum of points required to obtain that level. The Bidder can propose a resource with a higher level of expertise, but the hourly rate of the level of expertise required by PWGSC will apply.

Also, if needed, PWGSC has the discretion to add mandatory requirements for the type and years of education, certification and/or experience. The Bidder must then propose a resource meeting PWGSC's requirement.

PWGSC will have the responsibility to assess if the education, certification, and experience are related to the resource category.

Only the resources identified in **ATTACHMENT 1 TO PART 4** – Table 1, will be evaluated as part of this bid solicitation.

Resources that have education levels and/or years of experience surpassing the maximum scoring requirements will receive the maximum points available for the respective criterion.

**Bid evaluation will be on only one (1) proposed resource per category/level. Any subsequent resources proposed for the same category/level, will not be evaluated.**

**The Bidder must NOT propose the same individual for more than one (1) of the Resource Category/Level.**

The flexible grid to be used is the following:

**ATTACHMENT 1 TO PART 4  
TABLE 1  
FLEXIBLE GRID – RESOURCES**

<b>ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES</b>									
#	Category (Required or Optional)	Level	Language of Work	Name	Education	Professional Certification	Relevant Experience	Total Score	Minimum Points
1	<b>Administrative Assistant General</b>	<i>Senior</i>	English & French						95 pts
2	<b>Business Process Consultant</b>	<i>Senior</i>	English & French						95 pts
3	<b>Human Resources Assistant</b>	<i>Intermediate</i>	English & French						75 pts
4	<b>Human Resources Consultant</b>	<i>Senior</i>	English & French						95 pts
5	<b>Human Resources Consultant</b>	<i>Intermediate</i>	English & French						75 pts
6	<b>Human Resources Consultant</b>	<i>Junior</i>	English & French						55 pts
7	<b>Leadership Development (Coaching) Consultant</b>	<i>Senior</i>	English & French						95 pts
8	<b>Organizational Design and Classification Consultant</b>	<i>Senior</i>	English & French						95 pts
9	<b>Staffing Consultant</b>	<i>Senior</i>	English & French						95 pts

## 1.6 Flexible Grid requirements by resource category

The Flexible Grid's requirements for each resource category are the following:

### 1.6.1 Administrative Assistant General - *Senior*

#### Levels of Expertise

*Senior*: Minimum 95 pts

#### Education

College or CEGEP Diploma/Certificate: 35 pts

High School Diploma: 25 pts

#### Professional Certification

Relevant Professional Certification: 15 pts

#### Relevant Experience in Resource Category

≥1 yr and <2 yrs: 12–23 months — 20 pts

≥2 yrs and <4 yrs: 24–47 months — 30 pts

≥4 yrs and <6 yrs: 48–71 months — 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

### 1.6.2 Business Process Consultant - *Senior*

#### Levels of Expertise

*Senior*: Minimum 95 pts

#### Education

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

#### Professional Certification

Relevant Professional Certification: 15 pts

#### Relevant Experience in Resource Category

≥1 yr and <2 yrs: 12–23 months — 20 pts

≥2 yrs and <4 yrs: 24–47 months — 30 pts

≥4 yrs and <6 yrs: 48–71 months — 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts



1.6.3 **Human Resources Assistant - *Intermediate***

**Levels of Expertise**

*Intermediate*: Minimum 75 pts

**Education**

College or CEGEP Diploma/Certificate: 35 pts

High School Diploma: 25 pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yr and <2 yrs: 12–23 months — 20 pts

≥2 yrs and <4 yrs: 24–47 months — 30 pts

≥4 yrs and <6 yrs: 48–71 months — 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

1.6.4 **Human Resources Consultant – *Senior***

1.6.5 **Human Resources Consultant – *Intermediate***

1.6.6 **Human Resources Consultant – *Junior***

**Levels of Expertise**

*Senior*: Minimum 95 pts

*Intermediate*: Minimum 75 pts

*Junior*: Minimum 55 pts

**Education**

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yr and <2 yrs: 12-23 months - 20 pts

≥2 yrs and <4 yrs: 24-47 months - 30 pts

≥4 yrs and <6 yrs: 48-71 months - 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

1.6.7 **Leadership Development (Coaching) Consultant - Senior**

**Levels of Expertise**

*Senior:* Minimum 95 pts

**Education**

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yr and <2 yrs: 12–23 months — 20 pts

≥2 yrs and <4 yrs: 24–47 months — 30 pts

≥4 yrs and <6 yrs: 48–71 months — 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

1.6.8 **Organizational Design and Classification Consultant - Senior**

**Levels of Expertise**

*Senior:* Minimum 95 pts

**Education**

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yr and <2 yrs: 12–23 months — 20 pts

≥2 yrs and <4 yrs: 24–47 months — 30 pts

≥4 yrs and <6 yrs: 48–71 months — 40 pts

≥6 yrs and <8 yrs: 72–95 months — 50 pts

≥8 yrs and <10 yrs: 96–119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

### 1.6.9 Staffing Consultant - Senior

#### Levels of Expertise

Senior: Minimum 95 pts

#### Education

University (PhD, Graduate, Undergraduate, degree): 35 pts

College or CEGEP Diploma/Certificate: 25 pts

#### Professional Certification

Relevant Professional Certification: 15 pts

#### Relevant Experience in Resource Category

≥1 yr and <2 yrs: 12-23 months - 20 pts

≥2 yrs and <4 yrs: 24-47 months - 30 pts

≥4 yrs and <6 yrs: 48-71 months - 40 pts

≥6 yrs and <8 yrs: 72-95 months — 50 pts

≥8 yrs and <10 yrs: 96-119 months — 60 pts

≥10 yrs: 120 + months — 70 pts

## 2. Mandatory Technical Criteria Grid

The Bidder must include the Mandatory Technical Criteria Grid in its proposal, and clearly identify in its proposal how each criteria is met by indicating in bold the compliance reference.

Example of how to indicate in bold the compliance reference in a submission:

#### **EDUCATION (Flex Grid, MTC2, MTC3a)**

*Honours Bachelor's degree in Business Administration and Economics*

*September 2017 - May 2021*

*Royal Military College, Kingston, ON*

Note: the compliance grid, by and of itself, does not constitute demonstrated evidence. The Bidder must meet the mandatory technical criteria specified below in **ATTACHMENT 1 TO PART 4**, Table 2 in its submission. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet all of the mandatory technical criteria will be declared non-responsive and will be given no further consideration. Each mandatory technical criterion must be addressed separately.

The Phased Bid Compliance Process (PBCP) applies to all the mandatory technical criteria.

### 2.1 Interpretation of the Requirements by the Evaluation Team

2.1.1 The statements and requirements in this article apply to the information provided by the Bidder for each of its proposed personnel (*i.e. resource(s)*).

2.1.2 To demonstrate the experience (as defined in **ATTACHMENT 1 TO PART 4** "Experience" of personnel), the Bidder must provide complete details as to where, when, month and year, and how, through which activities and/or responsibilities the stated qualifications and/or experience were obtained. The Bidder is advised that only listing position or assignment titles without providing any supporting data to describe responsibilities, duties, and relevance to the requirements will not be considered "demonstrated" for the purpose of this evaluation.

2.1.3 The Bidder is advised that the month(s) of valid experience listed for a project and/or program whose time-frame overlaps that of another referenced project and/or program will only be counted once. For example: Project and/or program 1 timeframe is July 2001 to December 2001; Project

and/or program 2 timeframe is October 2001 to January 2002; the total months of experience for these two (2) project and/or program references is seven (7) months.

- 2.1.4 The Bidder is advised that if the experience description only contains years and does not specify any months within the year, then a maximum of only one (1) month of experience will be counted by the evaluation team if the experience starts and ends in the same year; if the experience starts and ends in different years, only one (1) month for the beginning year and one (1) month for the end year of the range specified.
- 2.1.5 For example, if the experience description states that a particular position or assignment was undertaken during:
- a) "2004", then only one (1) month will be counted for 2004, provided that the experience is applicable;
  - b) "2004-2005", then only one (1) month will be counted for 2004, and one (1) month for 2005, for a total of two (2) months, provided that the experience is applicable;
  - c) "2003-2005", then only one (1) month will be allowed for 2003, and one (1) month for 2005, and twelve (12) for 2004, for a total of fourteen (14) months, provided that the experience is applicable. In cases where the number of years is longer, the first and last year will still be counted as one (1) month each, provided that the experience is applicable.
- 2.1.6 Phrases such as "within the last sixty (60) months" are used to mean "within the sixty (60) months preceding the closing date of the RFP". In the event that the RFP closing date is changed after the initial publication of the RFP, the Bidder may choose to interpret the phrase as being measured from either the initial closing date or the final closing date, unless otherwise directed in an RFP amendment.
- 2.1.7 Phrases such as "experience working as a Human Resources Consultant" (or other resource category title) mean that the experience must match, to the satisfaction of the evaluation team, the requirements for such a resource category as stated in the Statement of Work provided with this RFP.
- 2.1.8 Phrases such as "experience dealing with matters related to the Statement of Work" mean that the experience must match, to the satisfaction of the evaluation team, the nature of the requirements for the work being done by PWGSC as described throughout the Statement of Work, including but not limited to background, and introductory, and other descriptive information.
- 2.1.9 The Bidder may NOT propose the same individual for more than one (1) of the Resource Category/Level.
- 2.1.10 Definitions:
- "Federal"** means working within the legislative framework of the Canadian federal government.
- "Public sector"** means municipal and/or provincial and/or federal government.

The Mandatory Technical Criteria grid to be used is the following:

<b>ATTACHMENT 1 TO PART 4 TABLE 2 MANDATORY TECHNICAL CRITERIA (MTC)</b>			
<b>#</b>	<b>Description</b>	<b>Met/Not Met</b>	<b>Substantiation Page Number in the Bid</b>
<b>MTC1</b>	<p>The Bidder must submit information related to two (2) Administrative and/or Human Resources projects and/or programs the Bidder has worked on within the last ten (10) years prior to the solicitation closing date. Minimum work duration for each project and/or program must be twelve (12) continuous months or more.</p> <p>Joint venture submissions are not to exceed the maximum number of projects and/or programs. Only the first two (2) Administrative and/or Human Resources projects and/or programs listed in sequence will receive consideration.</p>		
<b>MTC2</b>	<p>It is a mandatory requirement that the Bidder meet the minimum requirements of the flexible grid.</p> <p>a) The Bidder must submit resumes for ALL resource categories and levels listed in <b>ATTACHMENT 1 TO PART 4, TABLE 1, Flexible Grid – Resources</b>.</p> <p>b) In order to obtain points for education and relevant professional certification, the Bidder must include photocopies of certificates for ALL resource categories and levels listed in <b>ATTACHMENT 1 TO PART 4, TABLE 1, Flexible Grid – Resources</b>, and all documents must be compliant to <b>ATTACHMENT 1 TO PART 4, 1.2 Education</b>, and <b>1.3 Relevant Professional Certification</b>. If photocopies of education and relevant professional certification are not submitted with the Bid, then an official stamped transcript with proof of completion by the institution must be submitted with the Bid.</p>		

**ATTACHMENT 1 TO PART 4  
TABLE 2  
MANDATORY TECHNICAL CRITERIA (MTC)**

#	Description	Met/Not Met	Substantiation Page Number in the Bid																																										
<b>MTC3</b>	a) Each proposed resource must meet the minimum educational requirement according to the relevant resource category and level as listed in the following table:																																												
	<table border="1"> <thead> <tr> <th data-bbox="321 623 758 737">Resource Category and Level</th> <th data-bbox="774 623 971 737">Minimum Education Required</th> </tr> </thead> <tbody> <tr> <td data-bbox="321 743 758 833"><b>Administrative Assistant General Senior</b></td> <td data-bbox="774 743 971 833">High School Diploma</td> </tr> <tr> <td data-bbox="321 840 758 930"><b>Business Process Consultant Senior</b></td> <td data-bbox="774 840 971 930">College Diploma</td> </tr> <tr> <td data-bbox="321 936 758 1026"><b>Human Resources Assistant Intermediate</b></td> <td data-bbox="774 936 971 1026">High School Diploma</td> </tr> <tr> <td data-bbox="321 1033 758 1123"><b>Human Resources Consultant Senior</b></td> <td data-bbox="774 1033 971 1123">University Degree</td> </tr> <tr> <td data-bbox="321 1129 758 1220"><b>Human Resources Consultant Intermediate</b></td> <td data-bbox="774 1129 971 1220">College Diploma</td> </tr> <tr> <td data-bbox="321 1226 758 1316"><b>Human Resources Consultant Junior</b></td> <td data-bbox="774 1226 971 1316">College Diploma</td> </tr> <tr> <td data-bbox="321 1323 758 1413"><b>Leadership Development (Coaching) Consultant Senior</b></td> <td data-bbox="774 1323 971 1413">College Diploma</td> </tr> <tr> <td data-bbox="321 1419 758 1509"><b>Organizational Design and Classification Consultant Senior</b></td> <td data-bbox="774 1419 971 1509">College Diploma</td> </tr> <tr> <td data-bbox="321 1516 758 1606"><b>Staffing Consultant Senior</b></td> <td data-bbox="774 1516 971 1606">College Diploma</td> </tr> </tbody> </table>	Resource Category and Level	Minimum Education Required	<b>Administrative Assistant General Senior</b>	High School Diploma	<b>Business Process Consultant Senior</b>	College Diploma	<b>Human Resources Assistant Intermediate</b>	High School Diploma	<b>Human Resources Consultant Senior</b>	University Degree	<b>Human Resources Consultant Intermediate</b>	College Diploma	<b>Human Resources Consultant Junior</b>	College Diploma	<b>Leadership Development (Coaching) Consultant Senior</b>	College Diploma	<b>Organizational Design and Classification Consultant Senior</b>	College Diploma	<b>Staffing Consultant Senior</b>	College Diploma	<table border="1"> <thead> <tr> <th data-bbox="1019 623 1192 737">Met/Not Met</th> </tr> </thead> <tbody> <tr><td data-bbox="1019 743 1192 833"></td></tr> <tr><td data-bbox="1019 833 1192 924"></td></tr> <tr><td data-bbox="1019 924 1192 1014"></td></tr> <tr><td data-bbox="1019 1014 1192 1104"></td></tr> <tr><td data-bbox="1019 1104 1192 1194"></td></tr> <tr><td data-bbox="1019 1194 1192 1285"></td></tr> <tr><td data-bbox="1019 1285 1192 1375"></td></tr> <tr><td data-bbox="1019 1375 1192 1465"></td></tr> <tr><td data-bbox="1019 1465 1192 1556"></td></tr> <tr><td data-bbox="1019 1556 1192 1646"></td></tr> </tbody> </table>	Met/Not Met											<table border="1"> <thead> <tr> <th data-bbox="1219 623 1435 737">Substantiation Page Number in the Bid</th> </tr> </thead> <tbody> <tr><td data-bbox="1219 743 1435 833"></td></tr> <tr><td data-bbox="1219 833 1435 924"></td></tr> <tr><td data-bbox="1219 924 1435 1014"></td></tr> <tr><td data-bbox="1219 1014 1435 1104"></td></tr> <tr><td data-bbox="1219 1104 1435 1194"></td></tr> <tr><td data-bbox="1219 1194 1435 1285"></td></tr> <tr><td data-bbox="1219 1285 1435 1375"></td></tr> <tr><td data-bbox="1219 1375 1435 1465"></td></tr> <tr><td data-bbox="1219 1465 1435 1556"></td></tr> <tr><td data-bbox="1219 1556 1435 1646"></td></tr> </tbody> </table>	Substantiation Page Number in the Bid										
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**ATTACHMENT 1 TO PART 4  
TABLE 2  
MANDATORY TECHNICAL CRITERIA (MTC)**

#	Description	Met/Not Met	Substantiation Page Number in the Bid						
<b>MTC3</b>	<p>b) Each proposed resource must be fluent in the language requirement identified in the table below. Fluent means that the individual must be able to communicate orally and in writing without any assistance and with minimal errors. The Bidder must indicate in each of the proposed resource's resume, the languages for which the resource is fluent as proof with their bid.</p>								
	<table border="1"> <thead> <tr> <th data-bbox="316 707 769 827">Resource Category and Level</th> <th data-bbox="774 707 976 827">Language Requirement</th> </tr> </thead> </table>			Resource Category and Level	Language Requirement	<table border="1"> <thead> <tr> <th data-bbox="1015 707 1196 827">Met/Not Met</th> </tr> </thead> </table>	Met/Not Met	<table border="1"> <thead> <tr> <th data-bbox="1214 707 1440 827">Substantiation Page Number in the Bid</th> </tr> </thead> </table>	Substantiation Page Number in the Bid
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### 3. Point Rated Technical Criteria Grid

Only bids which meet all the mandatory technical criteria will be evaluated and scored as specified in **ATTACHMENT 1 TO PART 4, TABLE 4, POINT RATED TECHNICAL CRITERIA (RTC)**.

Bids which fail to obtain the required minimum number of points (minimum scoring is 70% = 151 Points / 215 points) on the Point Rated Technical Criteria, will be declared non-responsive and will be given no further consideration.

The Bidder must include the Point Rated Technical Criteria Grid in its proposal, and clearly identify in its proposal how each criteria is met by indicating in bold the compliance reference.

Example of how to indicate in bold the compliance reference in a submission:

*Project / Program # 1 (**MTC1, RTC2.2, RTC2.3**)*

*Title of the project / Program: Corporate Classification Analyses and Review*

*Client: Correctional Service of Canada (CSC)*

*Location: 340 Laurier Ave W, Ottawa, Ontario*

*Duration: November 2006 – July 2018 (141 months)*

*Contract Value: \$900K*

Note: the compliance grid, by and of itself, does not constitute demonstrated evidence. The Bidder must meet the Point Rated Technical Criteria specified below in **ATTACHMENT 1 TO PART 4, Table 4** in its submission. The Bidder must provide the necessary documentation to support compliance with this requirement.

#### 3.1 Instructions to bidders for responding to Point Rated Technical Criteria:

3.1.1 In addressing the point rated evaluation criteria, the Bidder must supplement the information supplied in response to the rated requirements with details outlining the depth and extent of the relevant experience, qualifications and specialized expertise of the proposed resource. All claims with regard to resource experience, qualifications or expertise must be substantiated through the provision of detailed descriptions as to where, when (month and year), duration (in months), and how, through which activities and/or responsibilities the stated qualifications and/or experience were obtained. Unrelated or unsubstantiated claims of experience, qualifications or expertise will not be considered by the evaluation team during the point rated evaluation.

The Bidder must provide complete details including, but not limited to, the following:

- Name & description of the client organization;
- Name, phone and email address of the client reference;
- Scope and objectives;
- Description of the roles and responsibilities of the Bidder or the Bidder's proposed resources in the project and/or program, process and or initiative; and
- Projects and/or program start and end dates (month/year to month/year). In the case where the timelines of two or more projects and/or programs overlap, the duration of time common to each one will not be counted more than once.



The Bidder is encouraged to use the S.T.A.R. methodology when demonstrating compliance with a criteria:

- **Situation:** What, where, when and for who was the project and/or program, and why was a project and/or program required;
- **Task:** The tasks and deliverables the Bidder or its proposed resource was delegated to accomplish;
- **Action:** What actions were taken by the Bidder or its proposed resource to deliver the work; and
- **Result:** What were the results of the work accomplished by the Bidder or its proposed resource - their impact.

3.1.2 The Bidder's Score will be based on the evaluation scale provided below in **ATTACHMENT 1 TO PART 4, TABLE 4, POINT RATED TECHNICAL CRITERIA (RTC)** for the following categories and levels:

- Administrative Assistant General *Senior*
- Business Process Consultant *Senior*
- Human Resources Assistant *Intermediate*
- Human Resources Consultant *Senior*
- Human Resources Consultant *Intermediate*
- Human Resources Consultant *Junior*
- Leadership Development (Coaching) Consultant *Senior*
- Organizational Design and Classification Consultant *Senior*
- Staffing Consultant *Senior*

For the purpose of the point rated technical criteria scale provided in **ATTACHMENT 1 TO PART 4, TABLE 4, POINT RATED TECHNICAL CRITERIA (RTC)**, the experience of the Bidder's proposed resources will be considered.

3.1.3 The recommended maximum number of pages (including text and graphics) to be submitted for responding to the RTC1, RTC2 and RTC3 of the Point Rated Technical Criteria is ten (10) pages.

The following are not part of the page limitation identified above;

- Point Rated Technical Criteria (RTC) Grid;
- Proposed Resources' Curriculum Vitae (CV); and
- Proof of education and certifications.

3.1.4 As applicable in the proposed resources' CVs, the Bidder should indicate the location of supporting information to substantiate relevant experience for each point rated evaluation criteria.

3.1.5 RTC1 submissions will be scored according to **ATTACHMENT 1 TO PART 4, Table 3, RTC1 Generic Evaluation Table** below.

**ATTACHMENT 1 TO PART 4  
TABLE 3  
RTC1 GENERIC EVALUATION TABLE**

<b>SCORE</b>				
	<b>NIL</b>	<b>INADEQUATE</b>	<b>ADEQUATE</b>	<b>STRONG</b>
	<b>0 points</b>	<b>3 points</b>	<b>6 points</b>	<b>10 points</b>
<b>Understanding of Requirements</b>	Did not submit information or lacks complete or almost complete understanding of the requirements.	Has some understanding of the requirements but lacks adequate understanding in some areas of the requirements.	Demonstrates a good understanding of the requirements.	Demonstrates an excellent understanding of the requirements.
<b>Weaknesses</b>	Did not submit information or weaknesses cannot be corrected.	Generally doubtful that weaknesses can be corrected.	Weaknesses can be corrected.	No apparent weaknesses.
<b>Qualifications and Experience</b>	Did not submit information or bidder does not possess qualifications and experience.	Bidder lacks qualifications and experience.	Bidder has an acceptable level of qualifications and experience.	Bidder is highly qualified and experienced.
<b>Team Work</b>	Did not submit information or team proposed is not likely able to meet requirements.	Team does not cover all components or overall experience is weak.	Team covers most components and will likely meet requirements.	Strong team – has worked successfully together on comparable projects and/or programs.
<b>Relevant Sample Projects and/or Programs</b>	Did not submit information or sample projects and/or programs not related to this requirement.	Sample projects and/or programs generally not related to this requirement.	Sample projects and/or programs generally related to this requirement.	Leads in sample projects and/or programs directly related to this requirement.
<b>Capability Performance</b>	Did not submit information or extremely poor, insufficient to meet performance requirements.	Little capability to meet performance requirements.	Acceptable capability, should ensure adequate results.	Superior capability, should ensure very effective results.

The Point Rated Technical Criteria grid to be used is the following:

**ATTACHMENT 1 TO PART 4  
TABLE 4  
POINT RATED TECHNICAL CRITERIA (RTC)**

#	DESCRIPTION	MAX SCORE	# POINTS FOR DEMONSTRATED EXPERIENCE	SUBSTANTIATION PAGE NUMBER IN THE BID
RTC1	<p><b>MANAGEMENT OF SERVICES</b></p> <p>The Bidder should substantiate:</p> <p>a) How it proposes to integrate its resources in the existing organizational structure (<b>10 Points</b>);</p> <p>b) How it proposes to effectively manage communication between its resources and the members of the existing organizational structure (<b>10 Points</b>); and</p> <p>c) Its proposed quality management processes that will be in place for the required work of its resources (<b>10 Points</b>).</p> <p>RTC1 submissions will be scored according to the above <b>ATTACHMENT 1 TO PART 4</b>, Table 3, RTC1 Generic Evaluation Table.</p>	30 Pts		
RTC2	<p><b>ACHIEVEMENTS OF BIDDER ON PROJECTS AND/OR PROGRAMS</b></p> <p>The intent of Section RTC2 is to evaluate the Bidder's accomplishments, achievements, and experience in project and/or program management, planning and delivery of services in the administrative and human resources fields which must include similar tasks and responsibilities as the ones stated in <b>ANNEX A</b> Statement of Work.</p> <p>Bidders should substantiate their experience using the two (2) projects and/or programs submitted as part of MTC1. A combination of information from these two (2) projects and/or programs can be used in response to the criteria below.</p> <p><b>RTC2.1</b> The Bidder should substantiate that one of the projects and/or programs submitted as part of MTC1 included administrative services (<b>5 points</b>) and:</p> <p>a) The Bidder had a contract value of \$100K or higher (<b>5 Points</b>) with its client; and</p> <p>b) The contract had a continuous duration of twenty four (24) months or longer (<b>5 Points</b>).</p>	50 Pts		

**ATTACHMENT 1 TO PART 4  
TABLE 4  
POINT RATED TECHNICAL CRITERIA (RTC)**

#	DESCRIPTION	MAX SCORE	# POINTS FOR DEMONSTRATED EXPERIENCE	SUBSTANTIATION PAGE NUMBER IN THE BID
RTC2.2	<p>The Bidder should substantiate that one of the projects and/or programs submitted as part of MTC1 included human resources services <b>(5 points)</b> and:</p> <p>a) The Bidder had a contract value of \$100K or higher <b>(5 Points)</b> with its client; and</p> <p>b) The contract had a continuous duration of twenty four (24) months or longer <b>(5 Points)</b>.</p> <p>RTC2.1 and RTC2.2 submissions will be scored in the following manner:</p> <ul style="list-style-type: none"> <li>➤ Substantiated and relevant experience = 5 points</li> <li>➤ Unsubstantiated or irrelevant experience = 0 point</li> </ul>			
RTC2.3	<p>The Bidder should provide the information below for each project and/or program it submitted as part of MTC1:</p> <p>a) Title of the project / program <b>(1 Point)</b>;</p> <p>b) Client user <b>(1 Point)</b>;</p> <p>c) Location of the client user (address) <b>(1 Point)</b>;</p> <p>d) Duration of the Bidder's contract with the client user (start and completion dates – minimum twenty four (24) months <b>(1 Point)</b>);</p> <p>e) Value of the Bidder's contract with the client user <b>(1 Point)</b>;</p> <p>f) Tasks and responsibilities of the Bidder on the contract (short description) <b>(1 Point)</b>;</p> <p>g) Client reference contact (may be checked):</p> <ol style="list-style-type: none"> <li>i. Name <b>(1 Point)</b>;</li> <li>ii. Phone number <b>(1 Point)</b>;</li> <li>iii. Email <b>(1 Point)</b>; and</li> <li>iv. Role on the project / program <b>(1 Point)</b>;</li> </ol> <p>RTC2.3 submissions will be scored in the following manner: One point per criteria, per project and/or program, for a maximum of 20 points.</p> <ul style="list-style-type: none"> <li>➤ Information provided = 1 point per criteria, per project and/or program</li> <li>➤ Information missing = 0 point per criteria, per project and/or program</li> </ul>			

**ATTACHMENT 1 TO PART 4  
TABLE 4  
POINT RATED TECHNICAL CRITERIA (RTC)**

#	DESCRIPTION	MAX SCORE	# POINTS FOR DEMONSTRATED EXPERIENCE	SUBSTANTIATION PAGE NUMBER IN THE BID
<p><b>RTC3</b></p> <p><b>ACHIEVEMENTS OF RESOURCES ON PROJECTS / PROGRAMS</b></p> <p>For each of the proposed Resources by the Bidder that meet the minimum points in the Flexible Grid located in <b>ATTACHMENT 1 TO PART 4</b>, TABLE 1, Flexible Grid – Resources, the Bidder should clearly substantiate experience that is pertinent to the following criteria, and that has been acquired within the past fifteen (15) years prior to the solicitation closing date.</p> <p><b>RTC3.1</b></p> <p>The proposed “<b>Administrative Assistant General – Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of a hundred twenty (120) months of relevant experience delivering administrative support services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.1 (<b>5 Points</b>);</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.1.1 delivering services to the Public sector (<b>5 Points</b>); and</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol> <p><b>RTC3.2</b></p> <p>The proposed “<b>Business Process Consultant - Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of hundred twenty (120) months of relevant experience delivering business process consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.2 (<b>5 Points</b>);</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.2.1 delivering services to the Public sector (<b>5 Points</b>); and</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol> <p><b>RTC3.3</b></p> <p>The proposed “<b>Human Resources Assistant - Intermediate</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of ninety-six (96) months of relevant experience delivering human resources support consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.3 (<b>5 Points</b>);</li> <li>2. Possess a minimum of thirty-six (36) months of relevant experience as demonstrated in RTC3.3.1 delivering services to the Public sector (<b>5 Points</b>); and</li> <li>3. Possess a minimum of three (3) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol>		<p><b>135 Pts</b></p>		

**ATTACHMENT 1 TO PART 4  
TABLE 4  
POINT RATED TECHNICAL CRITERIA (RTC)**

#	DESCRIPTION	MAX SCORE	# POINTS FOR DEMONSTRATED EXPERIENCE	SUBSTANTIATION PAGE NUMBER IN THE BID
RTC3.4	<p>The proposed “<b>Human Resources Consultant - Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of hundred twenty (120) months of relevant experience delivering human resources consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.4 (<b>5 Points</b>);</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.4.1 delivering services to the Public sector (<b>5 Points</b>);</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol>			
RTC3.5	<p>The proposed “<b>Human Resources Consultant - Intermediate</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of ninety-six (96) months of relevant experience delivering human resources consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.5 (<b>5 Points</b>);</li> <li>2. Possess a minimum of thirty-six (36) months of relevant experience as demonstrated in RTC3.4.1 delivering services to the Public sector (<b>5 Points</b>);</li> <li>3. Possess a minimum of three (3) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol>			
RTC3.6	<p>The proposed “<b>Human Resources Consultant - Junior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of seventy-two (72) months of relevant experience delivering human resources consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.6 (<b>5 Points</b>);</li> <li>2. Possess a minimum of twenty-four (24) months of relevant experience as demonstrated in RTC3.4.1 delivering services to the Public sector (<b>5 Points</b>);</li> <li>3. Possess a minimum of one (1) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol>			
RTC3.7	<p>The proposed “<b>Leadership Development (Coaching) Consultant - Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of hundred twenty (120) months of relevant experience delivering leadership development (coaching) consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.7 (<b>5 Points</b>);</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.5.1 delivering services to the Public sector (<b>5 Points</b>);</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs (<b>5 Points</b>).</li> </ol>			

**ATTACHMENT 1 TO PART 4  
TABLE 4  
POINT RATED TECHNICAL CRITERIA (RTC)**

#	DESCRIPTION	MAX SCORE	# POINTS FOR DEMONSTRATED EXPERIENCE	SUBSTANTIATION PAGE NUMBER IN THE BID
RTC3.8	<p>The proposed “<b>Organizational Design and Classification Consultant - Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of hundred twenty (120) months of relevant experience delivering organizational design and classification consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.8 <b>(5 Points)</b>;</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.6.1 delivering services to the Public sector <b>(5 Points)</b>;</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs <b>(5 Points)</b>.</li> </ol>			
RTC3.9	<p>The proposed “<b>Staffing Consultant - Senior</b>” should:</p> <ol style="list-style-type: none"> <li>1. Possess a minimum of hundred twenty (120) months of relevant experience delivering staffing consulting services of similar scope and complexity as the tasks and responsibilities stated in <b>ANNEX A</b> Statement of Work, RS2.9 <b>(5 Points)</b>;</li> <li>2. Possess a minimum of sixty (60) months of relevant experience as demonstrated in RTC3.7.1 delivering services to the Public sector <b>(5 Points)</b>;</li> <li>3. Possess a minimum of five (5) months of experience working with GCdocs <b>(5 Points)</b>.</li> </ol> <p>RTC3 submissions will be scored in the following manner:</p> <ul style="list-style-type: none"> <li>➤ Substantiated and relevant experience acquired within the past fifteen (15) years prior to the solicitation closing date = 5 points</li> <li>➤ Unsubstantiated or irrelevant experience acquired within the past fifteen (15) years prior to the solicitation closing date = 0 point</li> </ul> <p>NOTE: Experience acquired beyond the last fifteen (15) years prior to the bid solicitation closing date will not be considered.</p>			

**Point Rated Technical Criteria Evaluation Scale:**

Point Rated Technical Criteria Score	Required Minimum Number of Points	Maximum Number of Points
	151 Points	215 Points
Bidder's RTC Technical Proposal	Required Minimum Number of Points Met / Not Met	Number of Points
		Points

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## ATTACHMENT 2 TO PART 4

### INDIGENOUS PARTICIPATION PLAN (IPP)

To meet the Government of Canada's objectives of encouraging Indigenous socio-economic development through federally funded opportunities, bidders are strongly encouraged to submit a draft Indigenous Participation Plan (IPP) as part of their Request For Proposal (RFP) response.

Over the term of the contract, the IPP is intended to develop long-term capacity, sustainable and meaningful socio-economic benefits for Indigenous professionals and businesses in the fields of Administrative and Human Resources services as well as the various specialized professions covered under this RFP.

The IPP covers direct and indirect benefits to the Indigenous People. For this RFP, direct benefits refer to Indigenous employment, including opportunities as the Contractor, one of its Sub-Contractors, or employees and/or personnel within the Bidder's team members. Indirect benefits refer to measures that can be put in place where there is a lack of Indigenous business capacity which can be developed by specialized training, internships and/or apprenticeships among others.

#### **Indigenous Business Capacity**

To identify Indigenous business capacity, for contracting or subcontracting purposes, you can review the list of Indigenous businesses registered in the Indigenous Business Directory (IBD) at the following link: <https://sac-isc.gc.ca/rea-ibd>

#### **Indigenous Business definition**

For the purpose of this IPP, an Indigenous business can be:

- A band as defined by the Indian Act;
- A sole proprietorship;
- A limited company;
- A co-operative;
- A partnership;
- A not-for-profit organization in which Indigenous persons have at least fifty-one percent (51%) ownership and control; and/or
- A joint venture consisting of two or more Indigenous businesses or an Indigenous business and a non-Indigenous business(es), provided that the Indigenous business(es) has at least fifty-one percent (51%) ownership and control of the joint venture. When an Indigenous business has six (6) or more full-time employees at the date of submitting the bid, at least thirty-three percent (33%) of them must be Indigenous persons, and this ratio must be maintained throughout the duration of the contract. The Bidder must certify in its submitted bid that it is an Indigenous business or a joint venture constituted as described above.

#### **Indigenous Person definition**

An Indigenous person is an Indian, Metis or Inuit who is ordinarily resident in Canada.

Evidence of being an Indigenous person will consist of such proof as:

- Indian registration in Canada;
- Membership in an affiliate of the Metis National Council (MNC) (<https://www2.metisnation.ca/>), or the Congress of Aboriginal Peoples (<http://www.abo-peoples.org/en/>), or the Assembly of First Nations (AFN) (<https://www.afn.ca/Home/>), or the Inuit Tapiriit Kanatami (ITK) (<https://www.itk.ca/>), or the Native Women's Association of Canada (NWAC) (<https://www.nwac.ca/>), or other recognized Indigenous organizations in Canada;
- Acceptance as an Indigenous person by an established Indigenous community in Canada; and/or



- Enrolment or entitlement to be enrolled pursuant to a comprehensive land claim agreement, or membership or entitlement to membership in a group with an accepted comprehensive claim.

#### Additional information for Indigenous People and Indigenous Businesses in Canada

- Canadian Council for Aboriginal Business [www.ccab.com](http://www.ccab.com)
- Indigenous Services Canada <https://www.canada.ca/en/indigenous-services-canada.html>
- Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs.html>
- Ontario Ministry of Indigenous Affairs <https://www.ontario.ca/page/ministry-indigenous-affairs>

#### SCORING

- Where the Bidder has provided applicable and relevant information responding to each criteria listed below, the assigned score will be one (1) point for each criterion (accounting for a maximum of ten (10) points of the Overall Score for the submission).
- Where any criteria are missing or deemed unresponsive due to inapplicable or unrelated information, such as submitting a plan not directly or specifically catered to Indigenous People or Communities, the assigned score will be zero (0) for the corresponding criteria.

**IMPORTANT:** The maximum number of pages (including the cover page, text and graphics) to be submitted for responding to the IPP is ten (10) pages. Any pages which extend beyond the page limitation and any other attachments will be extracted from the proposal and will not be forwarded to the PWGSC Evaluation Board members for evaluation.

**ATTACHMENT 2 TO PART 4  
TABLE 1  
INDIGENOUS PARTICIPATION PLAN (IPP) CRITERIA**

#	DESCRIPTION	MAX SCORE	# POINTS	DEMONSTRATED ON PAGE # IN THE IPP
IPP1	<p><b>BUSINESS PLAN</b></p> <p>The Bidder should include in its IPP a Business Plan that details how it intends to maximize the use of Indigenous firms within the fields of administrative and human resources services (refer to <b>ANNEX A</b> – Statement of Work).</p> <p>The Business Plan should:</p> <p>a) Identify the work intended to be carried out by Indigenous firms (<b>1 point</b>);  b) Detail how business with Indigenous firms will be managed (<b>1 point</b>); and  c) Detail how the Bidder will develop new Indigenous capabilities (<b>1 point</b>).</p>	3 Pts		

**ATTACHMENT 2 TO PART 4  
TABLE 1  
INDIGENOUS PARTICIPATION PLAN (IPP) CRITERIA**

#	DESCRIPTION	MAX SCORE	# POINTS	DEMONSTRATED ON PAGE # IN THE IPP
<b>IPP2</b>	<p><b>HUMAN RESOURCES PLAN</b></p> <p>The Bidder should include in its IPP an Indigenous Human Resources Plan that details how it intends to maximize Indigenous employment within the fields of administrative and human resources services (refer to <b>ANNEX A – Statement of Work</b>).</p> <p>The Human Resources Plan should:</p> <ul style="list-style-type: none"> <li>a) Identify the Indigenous team members currently within the Bidder's Team, their qualifications, and their position (<b>1 point</b>);</li> <li>b) Provide the Bidder's strategies to retain the Indigenous team members currently within their Team (<b>1 point</b>); and</li> <li>c) Provide the Bidder's strategies to recruit additional Indigenous persons (<b>1 point</b>).</li> </ul>	<b>3 Pts</b>		
<b>IPP3</b>	<p><b>TRAINING AND SKILLS DEVELOPMENT PLAN</b></p> <p>The Bidder should include in its IPP a Training and Development Plan that details how it intends to maximize the training and skills development of Indigenous persons within the fields of administrative and human resources services (refer to <b>ANNEX A – Statement of Work</b>).</p> <p>The Training and Skills Development Plan should address the use of:</p> <ul style="list-style-type: none"> <li>a) Internship and/or new Graduate on-boarding of Indigenous persons (<b>1 point</b>); and</li> <li>b) On the job training and/or internal/external training for Indigenous team members currently within the Bidder's Team (<b>1 point</b>).</li> </ul>	<b>2 Pts</b>		

**ATTACHMENT 2 TO PART 4  
TABLE 1  
INDIGENOUS PARTICIPATION PLAN (IPP) CRITERIA**

#	DESCRIPTION	MAX SCORE	# POINTS	DEMONSTRATED ON PAGE # IN THE IPP
IPP4	<p><b>OTHER RELEVANT MEASURES</b></p> <p>The Bidder should include in its IPP Other Relevant Measures that it intends to implement to maximize its participation in direct and indirect benefits to the Indigenous community within the fields of administrative and human resources services (refer to <b>ANNEX A</b> – Statement of Work).</p> <p>Other Relevant Measures may include, but are not limited to, the following for Indigenous persons and or businesses:</p> <ul style="list-style-type: none"> <li>• Specialized training;</li> <li>• Career development;</li> <li>• Scholarships;</li> <li>• Community outreach to encourage Indigenous youth to enter the fields of administrative and human resources services; and/or</li> <li>• Initiatives that help Indigenous communities in meeting their social and economic development needs.</li> </ul> <p>The assigned score for IPP4 will be <b>one (1) point for each Other Relevant Measure</b> for a <b>maximum of two (2) points</b>.</p>	2 Pts		

The draft Indigenous Participation Plan (IPP) is worth ten percent (10%) of the overall score of the submission and must be submitted before the solicitation closing date and time.

Although a draft IPP is not mandatory in the bid submission, **the Contractor being the Winning Bidder of the tender notice must submit to the Crown for approval a finalized Indigenous Participation Plan (IPP) within sixty (60) calendar days after the Contract Award.** Each year, one month after the anniversary date of the Contract, the Contractor must submit an annual report as per **ANNEX E**, detailing the IPP accomplishments in the preceding year. Based on the finalized IPP, Canada may negotiate an Incentive program, the type/value will be solely at the Crown's discretion and negotiated post Contract Award as per *PART 7 – RESULTING CONTRACT CLAUSES, item 14 Indigenous Participation Plan.*

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## **PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION**

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### **5.1 Certifications Required with the Bid**

Bidders must submit the following duly completed certifications as part of their bid.

#### **5.1.1 Integrity Provisions - Declaration of Convicted Offences**

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

### **5.2 Certifications Precedent to Contract Award and Additional Information**

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### **5.2.1 Integrity Provisions – Required Documentation**

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

Provide list of names below:

#### **INTEGRITY PROVISIONS - LIST OF NAMES**

#### **INDIVIDUALS WHO ARE CURRENTLY DIRECTORS OF THE BIDDER:**

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**Procurement Business Number (PBN)** \_\_\_\_\_

#### **5.2.2 Security Requirements – Required Documentation**

In accordance with the [requirements of the Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>), the Bidder must provide a completed Contract Security Program Application for Registration (AFR) form to be given further consideration in the procurement process.

Bidders are reminded to obtain the required security clearance and, as applicable, security capabilities promptly. As indicated above, bidders who do not provide all the required information at bid closing will be given the opportunity to complete any missing information from the AFR form within a period set by the Contracting Authority. If that information is not provided within the timeframe established by the Contracting Authority (including any extension granted by the Contracting Authority in its discretion), or if Canada requires further information from the Bidder in connection with assessing the request for security clearance (i.e., information not required by the AFR form), the Bidder will be required to submit that information within the time period established by the Contracting Authority, which will not be less than 48 hours. If, at any time, the Bidder fails to provide the required information within the timeframe established by the Contracting Authority, its bid will be declared non-compliant.

### 5.2.3 **Federal Contractors Program for Employment Equity - Bid Certification**

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed **ATTACHMENT 3 TO PART 5** titled Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed **ATTACHMENT 3 TO PART 5** Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

### 5.2.4 **Additional Certifications Precedent to Contract Award**

#### 5.2.4.1 **Status and Availability of Resources**

*SACC Manual* clause [A3005T](#) (2010-08-16), Status and Availability of Resources

#### 5.2.4.2 **Education and Experience**

5.2.4.2.1 *SACC Manual* clause [A3010T](#) (2010-08-16), Education and Experience

5.2.4.2.2 *SACC Manual* clause [A3015C](#) (2014-06-26), Certifications - Contract

**ATTACHMENT 1 TO PART 5**  
**SET-ASIDE FOR INDIGENOUS BUSINESS**

**1. Federal Government's Procurement Strategy for Indigenous Business**

**1.1 Set-aside for Indigenous Business**

1. This procurement is conditionally set aside under the federal government Procurement Strategy for Indigenous Business. For more information on Indigenous business requirements of the Set-aside Program for Indigenous Business, see [Annex 9.4](#), Supply Manual.
2. The Bidder:
  - i. certifies that it meets, and will continue to meet throughout the duration of any resulting contract, the requirements described in the above-mentioned annex;
  - ii. agrees that any subcontractor it engages under any resulting contract must satisfy the requirements described in the above-mentioned annex; and
  - iii. agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in the above-mentioned annex.
3. The Bidder must check the applicable box below:
  - i.  The Bidder is an Indigenous business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.

**OR**

  - ii.  The Bidder is either a joint venture consisting of two or more Indigenous businesses or a joint venture between an Indigenous business and a non-Indigenous business.
4. The Bidder must check the applicable box below:
  - i.  The Indigenous business has fewer than six (6) full-time employees.

**OR**

  - ii.  The Indigenous business has six (6) or more full-time employees.
5. The Bidder must, upon request by Canada, provide all information and evidence supporting this certification. The Bidder must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Bidder must provide all reasonably required facilities for any audits.
6. By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

**1.2 Owner / Employee Certification - Set-aside for Indigenous Business**

The Bidder must provide the following certification for each owner and employee who is Indigenous:

1. I am \_\_\_\_\_ (*insert "an owner" and/or "a full-time employee"*)  
of \_\_\_\_\_ (*insert name of business*), and an Indigenous  
person, as defined in [Annex 9.4](#) of the *Supply Manual* entitled "Requirements for the Set-aside  
Program for Indigenous Business".
2. I certify that the above statement is true and consent to its verification upon request by Canada.

\_\_\_\_\_  
Printed name of owner and/or employee

\_\_\_\_\_  
Signature of owner and/or employee

\_\_\_\_\_  
Date

---

**ATTACHMENT 3 TO PART 5**  
**FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's](#) website.

Date: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
  - A2. The Bidder certifies being a public sector employer.
  - A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.
  - A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.
  - A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
    - A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity \(AIEE\)](#) in place with ESDC-Labour.
- OR**
- A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(AIEE\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed **ATTACHMENT 3 TO PART 5** Federal Contractors Program for Employment Equity - Certification (refer to the Joint Venture section of the Standard Instructions).



## PART 6 – SECURITY AND FINANCIAL REQUIREMENTS

### 6.1 Security Requirements

1. Before award of a contract, the following conditions must be met:
  - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (b) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section V Additional Information.
2. Before access to sensitive information is provided to the Bidder, the following conditions must be met:
  - (a) the Bidder's proposed individuals requiring access to sensitive information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses.
  - (b) the Bidder's security capabilities must be met as indicated in Part 7 - Resulting Contract Clauses;
3. For additional information on security requirements, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

### 6.2 Resources Information for Security

To provide services against any resulting contract, the Bidder must specify the following information regarding the proposed resources in **ATTACHMENT 1 TO PART 4** – Table 1.

The table below must be completed, with the requested information for each of the proposed resources, and included in the Bidder's submission before the Bid Closing Date.

RESOURCES INFORMATION FOR SECURITY						
#	RESOURCE CATEGORY	LEVEL OF EXPERTISE	LEGAL NAME (FIRST AND LAST)	DATE OF BIRTH (YYYY-MM-DD)	HIGHEST CURRENT SECURITY LEVEL CLEARANCE HELD	SECURITY ID NUMBER
1	Administrative Assistant General	Senior				
2	Business Process Consultant	Senior				
3	Human Resources Assistant	Intermediate				
4	Human Resources Consultant	Senior				
5	Human Resources Consultant	Intermediate				
6	Human Resources Consultant	Junior				
7	Leadership Development (Coaching) Consultant	Senior				
8	Organizational Design and Classification Consultant	Senior				
9	Staffing Consultant	Senior				

### 6.3 Financial Capability

SACC Manual clause [A9033T](#) (2012-07-16) Financial Capability

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## **PART 7 - RESULTING CONTRACT CLAUSES**

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### **7.1 Statement of Work**

The Contractor must perform the Work in accordance with the Statement of Work at **ANNEX A**.

#### **7.1.1 Task Authorization**

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

##### **7.1.1.1 Task Authorization Process**

1. The Project Authority will provide the Contractor with a description of the task using the Task Authorization form specified in **ANNEX F**.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis(bases) and methods of payment as specified in the Contract.
3. The Contractor must provide the Project Authority, within seven (7) calendar days of its receipt, a proposal which will include the proposed resource's credentials: CV, education and certification proof, and security clearance information.
4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk and cost.

##### **7.1.2.2 Task Authorization Limit**

The Project Authority may authorize individual task authorizations up to a limit of \$250,000.00, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Contracting Authority before issuance.

##### **7.1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations**

1. In this clause,  
"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and  
"Minimum Contract Value" means five percent (5%) of the Maximum Contract Value.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.

4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

#### 7.1.2.4 Periodic Usage Reports - Contracts with Task Authorizations

The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.

The Contractor must provide this data in accordance with the reporting requirements detailed in **ANNEX D**. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Contracting Authority.

The quarterly periods are defined as follows:

- 1<sup>st</sup> quarter: April 1 to June 30;
- 2<sup>nd</sup> quarter: July 1 to September 30;
- 3<sup>rd</sup> quarter: October 1 to December 31; and
- 4<sup>th</sup> quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than fifteen (15) calendar days after the end of the reporting period.

#### Reporting Requirement- Details

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

##### For each authorized task:

- i. the authorized task number or task revision number(s);
- ii. a title or a brief description of each authorized task;
- iii. the total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;
- iv. the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- v. the start and completion date for each authorized task; and
- vi. the status of each authorized task, as applicable.

##### For all authorized tasks:

- i. the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- ii. the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

## 7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

### 7.2.1 General Conditions

[2035](#) (2022-05-12), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

[Section 17 - Interest on Overdue Accounts, of 2035 \(2008-12-12\)](#) General Conditions - Higher Complexity - Services - will not apply to payments made by credit cards.

With respect to Section 30 - Termination for Convenience, of 2035 (2020-05-28) General Conditions - Higher Complexity - Services, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
  - a) The total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or
  - b) The amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
6. The Contractor will have no claim for damages, compensation, loss of profit, interest, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

#### 7.2.2 Supplemental General Conditions

4013 (2021-11-29), Compliance with on-site measures, standing orders, policies, and rules, apply to and form part of the Contract.

The Contractor must comply and ensure that its employees and subcontractors comply with all security measures, standing orders, policies or other rules in force at the site where the Work is performed.

#### 7.3 Security Requirements

7.3.1 The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), with approved Document Safeguarding at the level of PROTECTED B, issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to PROTECTED information, assets or sensitive site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the CSP, PWGSC.
3. Processing of PROTECTED materiel electronically at the Contractor/Offeror's site is NOT permitted under this Contract/Standing Offer.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at **ANNEX C**;
  - (b) *Contract Security Manual* (Latest Edition).

### 7.3.2 Contractor's Sites or Premises Requiring Safeguarding Measures

7.3.2.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

7.3.2.2 The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

## 7.4 Term of Contract

### 7.4.1 Period of the Contract

The period of the Contract is from date of Contract to \_\_\_\_\_ (2 years thereafter) inclusive.  
*(exact date to be inserted at contract award)*

### 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by one (1) additional one (1) year period under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least ten (10) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

### 7.4.3 Comprehensive Land Claims Agreements (CLCAs)

The Contract with Task Authorizations is to establish the delivery of the requirement detailed under the Contract, to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement outside the Contract.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Marie-Anne Clancy  
Supply Team Lead, Departmental Acquisitions Services  
Real Property and Commercial Acquisitions Sector  
Acquisitions Program  
Public Services and Procurement Canada  
[Marie-Anne.Clancy@tpsgc-pwgsc.gc.ca](mailto:Marie-Anne.Clancy@tpsgc-pwgsc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.5.2 **Project Authority** (*To be completed at contract award*)

The Project Authority (1) for the Contract is:

Name:  
Title:  
Organization:  
Address:  
Telephone:  
E-mail address:

In its absence, the Project Authority (2) is:

Name:  
Title:  
Organization:  
Address:  
Telephone:  
E-mail address:

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.5.3 **Contractor's Representative** (*To be completed at contract award*)

**7.6 Joint Venture Contractor**

- (a) The Contractor confirms that the name of the joint venture is \_\_\_\_\_ and that it is comprised of the following members: *[list all the joint venture members named in the Contractor's original bid]*.
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
- (i) \_\_\_\_\_ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
  - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
  - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

*Note to Bidders: This Article will be deleted if the Bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.*

## 7.7 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2019-01 of the Treasury Board Secretariat of Canada.

## 7.8 Payment

### 7.8.1 Basis of Payment: Individual task authorizations

The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with the Basis of payment at **ANNEX B**.

Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

### 7.8.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_ *(insert the amount at contract award)*. Customs duties are included and Applicable Taxes are extra.
2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is seventy-five percent (75%) committed, or
  - b. four (4) months before the contract expiry date, or
  - c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,whichever comes first.
4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

### 7.8.3 Method of Payment

#### 7.8.3.1 Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### 7.8.4 SACC Manual Clauses

The following clauses apply to and form part of the Contract:

A9117C (2007-11-30), T1204 - Direct Request by Customer Department;  
C2000C (2007-11-30), Taxes - Foreign-based Contractor;  
C0305C (2014-06-26), Cost Submission - Limitation of Expenditure or Ceiling Price; and  
C0705C (2010-01-11), Discretionary Audit

#### 7.8.5 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):  
*(will be updated at contract award)*

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);
- d. Electronic Data Interchange (EDI);
- e. Wire Transfer (International Only); and/or
- f. Large Value Transfer System (LVTS) (Over \$25M).

#### 7.8.6 Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

### 7.9 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.
  - A. Each invoice must indicate:
    - i. Company name and address;
    - ii. Procurement Business Number (PBN);
    - iii. Contract Number;
    - iv. Date of invoice, and of services;
    - v. Applicable rates as per the authorized TA and Basis of Payment of **ANNEX B**;
    - vi. Applicable Taxes as separate line items; and
    - vii. Description of the Work.
  - B. Each invoice must be supported by:
    - i. a copy of time sheets to support the time claimed; and
    - ii. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses.
2. Invoices must be distributed as follows:
  - a. One (1) copy must be forwarded to the following address for certification and payment:  
\_\_\_\_\_ *(To be completed at contract award)*  
\_\_\_\_\_ *(To be completed at contract award)*
  - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.
3. Payment will only be made on receipt of satisfactory invoices duly supported by any specified documents called for under this contract. Failure to submit the correct information may result in the rejection of the invoice for processing.



## 7.10 Certifications and Additional Information

### 7.10.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.10.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

### 7.10.3 SACC Manual Clause

SACC Manual clause [A3000C](#) (2022-05-12) Indigenous Business Certification

## 7.11 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_ (*insert the name of the province or territory as specified by the Bidder in its bid, if applicable*).

## 7.12 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions [4013](#) (2021-11-29), Compliance with on-site measures, standing orders, policies, and rules;
- (c) the general conditions [2035](#) (2022-05-12), Higher Complexity - Services;
- (d) **ANNEX A**, Statement of Work;
- (e) **ANNEX B**, Basis of Payment;
- (f) **ANNEX C**, Security Requirements Check List;
- (g) **ANNEX D**, Periodic Usage Report;
- (h) **ANNEX E**, Report on the Results of the Indigenous Participation Plan (IPP) Template;
- (i) the signed Task Authorizations (including all of its annexes, if any); and
- (j) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_, as amended on \_\_\_\_\_.

## 7.13 Insurance

SACC Manual clause [G1005C](#) (2016-01-28) Insurance - No Specific Requirement

## 7.14 Indigenous Participation Plan

Within sixty (60) calendar days after Contract Award, the Contractor must submit to the Crown for approval a finalized Indigenous Participation Plan (IPP). Each year, one month after the anniversary date of the contract, the Contractor must submit an annual report as per **ANNEX E**, detailing the IPP accomplishments in the preceding year. Based on the finalized IPP, Canada may negotiate an Incentive program, the type/value will be solely at the Crown's discretion and negotiated post Contract Award.

### 7.15 Specific Persons

The Contractor must provide the services of the specific persons authorized by the contracting authority to perform the work as stated in the Contract.

All resources (Required, Optional and/or Additional) working under the Resulting Contract must have qualifications that meet or exceed the minimum scoring of the RFP grids.

### 7.16 Professional Services

- (a) The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.
- (b) If the Contractor fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Project Authority within ten (10) working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.
- (c) In General Conditions 2035, the Article titled "Replacement of Specific Individuals" is deleted and the following applies instead:

#### Replacement of Specific Individuals

- (i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of having this knowledge, the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - (A) the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - (B) security information on the proposed replacement as specified by Canada, if applicable.The replacement must have qualifications and experience that meet or exceed those obtained for the original resource.
- (ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - (A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Article titled "Default of the Contractor", or
  - (B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor to propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that are similar or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this sub-article (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project and/or programs (including those for the Crown) being performed by the Contractor or any of its affiliates.

- (iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order a resource to stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
- (iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

#### **7.17 Dispute Resolution**

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

#### **7.18 SACC Manual clause**

SACC *Manual* clause [A9068C](#) (2010-01-11), Government Site Regulations

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**ANNEX "A"**  
**STATEMENT OF WORK**

**NATIONAL CAPITAL AREA PROJECT DELIVERY (NCAPD)  
ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES**

**PROJECT AND/OR PROGRAM REQUIREMENTS (PR)**

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**REQUIRED SERVICES (RS)**

- RS 1 SCOPE AND ACTIVITIES**
- RS 2 TYPICAL REQUIRED SERVICES (RS) SUPPORT ACTIVITIES**

**ATTACHMENT 1 TO ANNEX A – EVALUATION REPORT PER RESOURCE**

## PROJECT AND/OR PROGRAM REQUIREMENTS (PR)

### PR 1 OBJECTIVE

Public Works and Government Services Canada (PWGSC) requires a variety of expertise and experience supporting and managing the staffing and Administrative and Human Resources activities in support of the Government of Canada Real Property Projects and/or programs in the NCA. As outlined in the Federal Real Property and Federal Immovables Act (link: <https://laws-lois.justice.gc.ca/eng/acts/F-8.4/FullText.html>) PWGSC, through its Real Property Services (RPS), manages one of the largest and most diverse real estate portfolios in the country. RPS provides federal departments and organizations with affordable, productive work environments, a full range of Real Property services including strategic and expert advice that supports the Government of Canada in the delivery of programs to Canadians.

The RPS National Capital Area Project Delivery (NCAPD) directorate requires a variety of expertise in the support of Administrative and Human Resources Services on an “as and when required basis”. This will include, but will not be limited to: 1.1 Administrative Assistant General, Level *Senior*, 1.2 Business Process Consultant, Level *Senior*, 1.3 Human Resources Assistant, Level *Intermediate*, 1.4 Human Resources Consultant, Level *Senior*, 1.5 Human Resources Consultant, Level *Intermediate*, 1.6 Human Resources Consultant, Level *Junior*, 1.7 Leadership Development (Coaching) Consultant, Level *Senior*, 1.8 Organizational Design and Classification Consultant, Level *Senior*, 1.9 Staffing Consultant, Level *Senior*.

The work will include, but will not be limited to assisting PWGSC with essential administrative and human resources services, develop and maintain a management framework, provide advice and guidance to management and employees, prepare needs analyses and develop reports on resources management requirements, and deliver on classification and staffing activities.

Levels of service will include *Junior*, *Intermediate* and *Senior* levels and specialists with various areas of expertise.

### PR 2 BACKGROUND

PWGSC provides departments and agencies with office and common use accommodation and acts as stewards for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC Real Property Services also provides other federal departments and agencies with expert professional and technical Real Property services.

RPS manages one of the largest and most diverse portfolios of real estate in Canada, and provides federal departments and organizations with affordable, productive work environments and a full range of Real Property services. RPS responsibilities include asset acquisitions, disposals and improvements, fit-up of accommodation space, new construction, renovation and remediation of built-works including buildings, bridges, dams and roads.

### PR 3 SCOPE OF WORK

The Contractor must provide required and optional resources for Administrative and Human Resources Support Services on an “as and when required basis” to support PWGSC in the delivery of real property projects and programs in the NCA (as outlined in the Task Authorization sent for the Work). Projects and/or programs may be in any of the following stages: Inception, Identification or Delivery. Required and optional support to PWGSC will include, but will not be limited to, *Junior*, *Intermediate* and *Senior* levels, in the various Administrative and Human Resources Support Services fields.

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## PR 4 PROJECT AND/OR PROGRAM RESOURCES

### ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES

The services include nine (9) resource categories/levels:

1.	Administrative Assistant General	<i>Senior</i>
2.	Business Process Consultant	<i>Senior</i>
3.	Human Resources Assistant	<i>Intermediate</i>
4.	Human Resources Consultant	<i>Senior</i>
5.	Human Resources Consultant	<i>Intermediate</i>
6.	Human Resources Consultant	<i>Junior</i>
7.	Leadership Development (Coaching) Consultant	<i>Senior</i>
8.	Organizational Design and Classification Consultant	<i>Senior</i>
9.	Staffing Consultant	<i>Senior</i>

## PR 5 TASKS

The Contractor must provide support to the Human Resources teams and the projects teams of the PWGSC's Real Property Branch. Each Task Authorization issued by the Project Authority will outline the specific level of each resource, the type of resource required, the Work required and location of the Work.

Tasks will include, but will not be limited to, the following:

- Planning and coordinating HR support services including succession planning, business continuity planning, organizational design, advice, consultation, classification and other HR specific activities;
- Preparation of HR documentation including Statements of Requirements [SOR], work descriptions, and other HR specific documentation;
- Formulating and managing HR plans by defining deliverables, identifying and procuring necessary resources, identifying key milestones, reviewing HR processes and progress on said initiatives, and engaging in ongoing risk management and advice;
- Developing and maintaining various processes, reports and documentation for the management and control of HR initiatives in a manner compatible with industry standards and guidelines or as defined in the task authorization. This includes financial approval tracking, change management, communications, and security protocol for project and/or program staff and records management system;
- Preparation of and processing therein of HR staffing initiatives;
- Supporting the PWGSC Project Authority to oversee these initiatives through the delivery stage;
- Supporting the PWGSC Project Authority to oversee Organizational Change Management Processes;
- Supporting the PWGSC Project Authority in the resolution of issues;
- Providing monthly progress reports information, and project and/or program schedule updates;
- At substantial completion, participating in the evaluation of HR initiatives, and close-out activities to finalize any outstanding work;
- Ensuring that deficiencies and incomplete work are identified, managed, corrected and accepted as complete promptly;
- Conducting post project and/or program reviews, inspections and preparing lessons learned; and
- Working with project and/or program teams and other stakeholders, manage HR initiatives and the identification of needs for each team.

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## PR 6 DELIVERABLES

The Contractor must be able to provide the following Deliverables based on the Task Authorization issued, which can include, but is not limited to, the following:

- Written and verbal advice;
- Issue papers / Briefing Notes;
- Presentation decks and materials;
- Meeting facilitation and reports (e.g. Monthly Progress Reports);
- Management Action Plans;
- Work Plans for specific initiatives;
- Business Cases;
- Business Planning, including Risk Planning and Risk Analysis, Risk Management Plans, and Statements of Requirements;
- Tracking against plans – including level of effort and resource estimation as part of business planning;
- Trend Analyses;
- Fit/Gap Analyses;
- Guides, manuals, reports to be disseminated to various stakeholders as required;
- Meeting agendas, scheduling, and minutes;
- Meeting materials (e.g. reference materials, etc.);
- Synthesis report of facilitated meetings;
- Project and/or program activity reports, project and/or program performance reports, Project and/or program data analytics and reports;
- Conversation notes;
- Staffing and recruitment records; and
- Any other work requested on the issued Task Authorization.

The level of support versus management services provided by the Contractor's resources for items listed above may vary depending upon the needs of the project and/or program.

Deliverables are to be submitted in hard and soft copies in appropriate software formats, e.g. MS Office Suite applications as identified by the Project Authority. All electronic deliverables must comply with the departmental software standards, currently Microsoft Office Suite 2010 or the latest version of MS Office. All applicable standards to carry out the Work must be in accordance with the PWGSC standards. Where required, PWGSC will provide the Contractor with the required forms and templates to meet these standards.

There may be a requirement for the Contractor's resource to access information available exclusively at Canada's facilities located in the NCA. All documents developed and/or updated by each resource must be provided to the Project Authority for review, approval and signature (where required). The Project Authority or other authorized PWGSC representative must at all times have access to the Work processed by the Contractor.

## PR 7 CLIENT SUPPORT

The Client will provide all documents and information necessary for the Work.

## PR 8 OFFICIAL LANGUAGES

Canada performs work in both official languages – French and English. While proposed resources must be fluent in English, there will be a requirement for the following specific resources' categories to be fluent in French and in English: Administrative Assistant General *Senior*, Human Resources Assistant *Intermediate* and Leadership Development (Coaching) Consultant *Senior*. Fluent means that the individual must be able to communicate orally and in writing without any assistance and with minimal errors.

## **PR 9 WORK LOCATION**

Work locations will vary across the NCA depending on the requirements. The Contractor's resources may be required to work onsite at PWGSC site offices in the NCA depending on the requirements identified on the Task Authorization issued. PWGSC will not charge the Contractor rent for the work space.

Normal security requirements accesses to PWGSC workplaces and identified databases or applications resident on PWGSC computers or networks will be provided by PWGSC to specified resources for the sole purpose of executing the tasks associated with this contract. PWGSC, at its sole discretion, will identify the nature and security characteristics of such accesses.

PWGSC will not provide cellular phones.

## **PR 10 TRAVEL**

The Contractor's resources may be required to visit facility site locations outside of the NCA. No travel related expenses or living expenses will be provided for travel to or from PWGSC offices or sites within the NCA. Travel and living expenses for work, requested and pre-approved by the Project Authority, outside the NCA will be reimbursed at cost, as per approved National Joint Council Travel Directive rates located at: <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>.

## **PR 11 NO RESPONSIBILITY TO PAY FOR WORK NOT PERFORMED DUE TO CLOSURE OF GOVERNMENT OFFICES**

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract, and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

## **PR 12 APPLICABLE DOCUMENTATION**

There are numerous reports and reference materials for the various Programs of Work that will be made available to the administrative and human resources resources, who must review and understand them to provide the required level of support.

The following website is also available for online research:

- General Information about Real Property Services:  
<https://www.tpsgc-pwgsc.gc.ca/biens-property/index-eng.html>

## **PR 13 ADMINISTRATIVE AND HUMAN RESOURCES (Admin and HR) SUPPORT SERVICES**

All Admin and HR resources must report to the Contractor. The Contractor will be the main point of contact with the PWGSC Departmental Representative, and must coordinate all services provided by the Admin and HR resources. The Contractor must ensure the required expertise of the Admin and HR resources is maintained for the duration of the Contract.

## **PROJECT AND/OR PROGRAM ADMINISTRATION (PA)**

The following administrative requirements apply throughout the duration of the Contract.



## **PA 1 PWGSC DIRECTORS AND MANAGERS**

The PWGSC Directors (Departmental Representative) and Managers hold the following tasks:

- Administer projects and/or programs, and their related work;
- Exercise continuing control over the projects and/or programs during all phases of development;
- Responsible for the program of work; and
- Responsible for the project and/or program progress on behalf of PWGSC.

## **PA 2 CORRESPONDENCE PROTOCOL**

The Admin and HR resources must work closely with the PWGSC Departmental Representative. Unless otherwise directed by the PWGSC Departmental Representative, the Contractor, including the Admin and HR resources must conduct project and/or program communications through the PWGSC Departmental Representative. If conflicting information is provided, or information that deviates from the objectives set out in this mandate, then the Contractor must seek clarification from the Departmental Representative.

A Document Management Control System must be used to save, share, and access PWGSC documents. A project and/or program filing system must be followed and maintained for all projects and/or programs.

## **PA 3 MEDIA**

The Contractor, including the Admin and HR resources, must not respond to requests for project and/or program related information or questions from the media. All media inquiries must be directed to the PWGSC Departmental Representative without response to those requesting the information.

The Contractor must ensure that no Admin and HR resources (including any Subcontractors, Contractors or Associates) grants interviews with the media.

## **PA 4 SECURITY RELATED TO PROJECT AND/OR PROGRAM INFORMATION**

The Contractor and any person contracted or employed by the Contractor must not discuss issues relating to the Programs of Work or any of its projects and/or programs, or any of the various sub-projects and/or sub-programs.

## **PA 5 ANTICIPATED LEVEL OF EFFORT**

The extent of service requirements will vary in accordance with the needs of PWGSC as the various sub-projects and/or sub-programs forming part of the Programs of Work are implemented.

During the implementation of the Programs of Work, it is anticipated that there may be times where an increased and/or decreased level of effort is required as a result of project and/or program approvals, reviews and/or other extenuating circumstances. This may result in a change to the overall required level of effort for the Admin and HR resources.

## **PA 06 SCHEDULING WORK**

In order to provide the Contractor with an outlook of the projected scope and level of effort for the service requirements, the PWGSC Departmental Representative will inform the Contractor of the overall project and/or program status, the upcoming activities and service requirements. The purpose will be to:

- Provide the Contractor with sufficient information to forecast and plan resourcing commitments for the next ninety (90) day period;

- Identify and confirm tasks and a proposed work plan; and
- Confirm anticipated deliverables for the next ninety (90) day period.

## PA 07 OFFICIAL LANGUAGES

Canada performs work in both official languages – French and English. While proposed resources must be fluent in English, there will be a requirement for the following specific resources' categories to be fluent in French and in English: Administrative Assistant General *Senior*, Human Resources Assistant *Intermediate* and Leadership Development (Coaching) Consultant *Senior*. Fluent means that the individual must be able to communicate orally and in writing without any assistance and with minimal errors.

## PA 08 PROJECT AND/OR PROGRAM DELIVERABLES

Where deliverables and submissions include summaries, reports, drawings or schedules, unless otherwise specified by the PWGSC Departmental Representative, the Contractor must provide one (1) electronic copy in native format of all reports as well as one (1) copy in Adobe PDF format with each submission. Summaries and reports will vary in size from letter to tabloid format, to suit the type and content of the information being presented. Amended or supplemental documentation such as briefing notes and presentations will be required from time to time. The cost of producing the above-mentioned hard copies (if required) will be by PWGSC, through an existing printing services standing offer. All deliverables must be prepared in French or in English or in both official languages when required.

<b>Deliverable</b>	<b>Required Format</b>
Written reports and studies:	MS Word
Spreadsheets:	MS Excel
Presentations:	MS PowerPoint and Visio
Web:	Adobe PDF
Internet:	HTML

## PA 09 ACCEPTANCE OF DELIVERABLES

PWGSC reserves itself the right to reject work or deliverables that it does not deem satisfactory.

## PA 10 RESPONSE TIME

The Contractor and the Admin and HR resources must be available to attend meetings in Ottawa, Ontario and/or Gatineau, Québec within one (1) day of notice and respond to inquiries within a half (1/2) day.

## PA 11 PROJECT AND/OR PROGRAM MEETINGS

Meetings are required with various formal committees. The Admin and HR resources must attend formal meetings as required throughout the entire duration of this contract.

Types of Meetings:

- Meetings with PWGSC Team;
- Meetings with PWGSC Senior Management;
- Client / Users meetings (i.e. Client and Project and/or Program Teams);
- Project and/or Program Plans and Presentations to Executives (may be required to assist with presentations);
- Project and/or Program status and update meetings; and
- Project and/or Program approval presentations to Senior Management.

**PA 12 WORK LOCATION**

Work locations will vary across the NCA depending on the requirements. The Contractor’s resources may be required to work onsite at PWGSC site offices in the NCA depending on the requirements identified on the Task Authorization issued. PWGSC will not charge the Contractor rent for the work space.

Normal security requirements accesses to PWGSC workplaces and identified databases or applications resident on PWGSC computers or networks will be provided by PWGSC to specified resources for the sole purpose of executing the tasks associated with this contract. PWGSC, at its sole discretion, will identify the nature and security characteristics of such accesses.

PWGSC will not provide cellular phones.

**REQUIRED SERVICES (RS)**

The required and optional resource categories for this requirement are indicated in **ANNEX A, TABLE 1, REQUIRED AND OPTIONAL RESOURCES** table below. These Services apply to the entire Real Property Services Programs of Work. Services must be provided in accordance with the requirements identified in this solicitation document.

<b>ANNEX A TABLE 1 REQUIRED AND OPTIONAL RESOURCES</b>				
<b>#</b>	<b>Resource Category and Level</b>	<b>Estimated Number of Required Resources</b>	<b>Estimated Number of Optional Resources</b>	<b>Total</b>
<b>ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES</b>				
1	Administrative Assistant General - <i>Senior</i>	2	1	3
2	Business Process Consultant - <i>Senior</i>	1	0	1
3	Human Resources Assistant - <i>Intermediate</i>	1	0	1
4	Human Resources Consultant - <i>Senior</i>	2	1	3
5	Human Resources Consultant – <i>Intermediate</i>	1	1	2
6	Human Resources Consultant - <i>Junior</i>	1	1	2
7	Leadership Development (Coaching) Consultant - <i>Senior</i>	2	1	3
8	Organizational Design and Classification Consultant - <i>Senior</i>	1	0	1
9	Staffing Consultant - <i>Senior</i>	1	0	1
<b>TOTAL</b>		12	5	17

**RS 1 SCOPE AND ACTIVITIES**

The Contractor must provide required Administrative and Human Resources Support Services on an “as and when required basis to PWGSC’s Departmental Representatives, Directors and Managers. The work will include, but will not be limited to, assisting PWGSC with essential administrative and human resources services to develop and maintain management frameworks, provide advice and guidance to management and employees, prepare needs analyses and develop reports on resource management requirements, and deliver on classification and staffing activities.

The Contractor must support their administrative and human resources resources’ and be available to address concerns identified by PWGSC.

### **RS 1.1 Optional Services**

The optional resource categories for this requirement are indicated in **ANNEX A**, TABLE 1, REQUIRED AND OPTIONAL RESOURCES, above. The optional services will be limited to the Tasks and Responsibilities referred to in section REQUIRED SERVICES (RS). The Contracting Authority, through a written notice will identify the resource category(ies), quantity(ies) and level(s) of effort for any additional work required.

### **RS 2 TYPICAL REQUIRED SERVICES (RS) SUPPORT ACTIVITIES AND OPTIONAL RESOURCES**

The **ANNEX A**, TABLE 1, REQUIRED AND OPTIONAL RESOURCES outlines the required and optional resource categories, levels and estimated number of administrative and human resources personnel, throughout the duration of the Contract. A description of the Tasks and Responsibilities for the required and optional resources are listed below.

#### **RS 2.1 Tasks and Responsibilities - Administrative Assistant, General - Senior**

The *Senior Administrative Assistant, General* is to provide administrative support services for the program of work of the client.

The required services may include, but are not limited to, the following:

- Managing the daily office operations and coordinating the agenda;
- Inputting and updating changes to meeting and appointment schedules;
- Coordinating meetings, conferences, workshops, and seminars, and arranging for facilities, equipment and services;
- Taking general, not verbatim, minutes at meetings;
- Processing and tracking correspondence (internal and external);
- Assisting in the preparation and proofreading of correspondence, reports, presentations, statements, and other documents;
- Creating and maintaining databases and spreadsheets;
- Developing and maintaining administrative programs and procedures; and
- Providing management with advice on various policies, procedures, and directives.

#### **RS 2.2 Tasks and Responsibilities - Business Process Consultant - Senior**

The *Senior Business Process Consultant* is to provide business process consulting services for the program of work of the client.

The required services may include, but are not limited to the following:

- Reviewing existing work processes and organizational structures;
- Analyzing existing business processes and identifying opportunities for process improvements;
- Mapping existing processes, and developing and mapping recommended new processes, and changes;
- Analyzing business functional requirements to identify information, procedures and decision flows;
- Providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable;
- Identifying candidate processes for re-design;
- Prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action;
- Providing advice in defining new requirements and opportunities for applying efficient and effective solutions;
- Identifying and providing preliminary costs of potential options;

- Providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies;
- Identifying, recommending and planning new processes;
- Providing advice and assisting in implementing new processes;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Using business, workflow and organizational tools;
- Developing policies, procedures and guidelines;
- Conducting reviews and developing implementation strategies;
- Advising HR Systems groups and Information Technology (IT) groups on discipline requirements;
- Developing training and information sessions and mentoring on business processes; and
- Analyzing and defining business processes related to both "As Is" and "To Be" status.

### **RS 2.3 Tasks and Responsibilities - Human Resources Assistant - *Intermediate***

The *Intermediate* Human Resources Assistant is to provide administrative and clerical support for staffing processes and other human resources activities.

The required services may include, but are not limited to, the following:

- Ensuring the appropriate preparation, completion, distribution, and filing of HR documentation;
- Ensuring the appropriate data entry, compilation of data and information, and the preparation of reports;
- Responding to human resources inquiries and relaying the inquiry to the appropriate person;
- Assisting in the development of administrative procedures and tools;
- Assisting in the coordination of appointments, interviews, testing, scheduling of events, learning sessions, and other arrangements;
- Providing administrative support to HR Managers, Advisors and HR Specialists;
- Providing administrative, clerical or coordinating support in the development and implementation of HR activities, programs and tools;
- Executing human resources support activities;
- Providing assistance in the areas of human resources, or employee communications;
- Delivering a variety of written tests to candidates and requesting testing as required;
- Training administrative assistants in client organizations on procedures and automated systems used for completing HR Activities;
- Providing direct advice, guidance and services to clients for HR services;
- Maintaining and updating HR systems, keeping copies of files, records and correspondence on related HR activities;
- Helping develop new HR systems and improving the existing systems;
- Adjusting, modifying, and updating HR management methods, practices and procedures; and
- Providing administrative services to include project and/or program, and research activities in a given HR sector, and the implementation of a wide range of administrative procedures and processes to support the HR projects and/or programs.

### **RS 2.4 Tasks and Responsibilities - Human Resources Consultant - *Senior***

The *Senior* Human Resources Consultant is to provide services for the development of HR strategies that respond to ever-changing project management requirements and resource pool management.

The required services may include, but are not limited to, the following:

- Providing operational HR services;
- Developing HR Plans and tools, and resourcing strategies;
- Developing and implementing recruitment campaigns and employment strategies;

- Supporting the management of HR pools;
- Assisting in redress process, appeals, grievances, etc.;
- Providing advice and performing analysis on the HR strategic direction;
- Assisting in the development of HR options, and aligning and integrating the HR plans with the strategic direction of the organization's business plan;
- Participating in the development of potential HR models;
- Assisting in the implementation of HR requirements, and establishing a transition plan to meet HR needs;
- Developing, implementing, and providing advice on policies, programs, and procedures regarding human resources services and programs;
- Planning Human Resources in areas such as organizational development, organizational planning and design, human resources utilization, job analysis, performance planning, auditing, evaluating, and forecasting;
- Providing advice on the development of employee retention programs and career mobility programs for PWGSC real property project managers;
- Providing advice and participating in the establishment of processes and HR systems support for human resources programs, services, and activities;
- Providing advice and participating in the development of new programs for employees to retain career mobility;
- Identifying policy needs and concerns and performing comparative analysis of policies as well as developing policies, procedures, guidelines, and strategies;
- Providing advice and assisting in the development and provisioning of new government programs;
- Planning, developing, implementing, and evaluating personnel and employee relations strategies including policies, programs, and procedures to address an organization's human resources requirements;
- Advising managers and employees on the interpretation of compensation and benefit programs, and collective agreements;
- Researching, preparing, and conducting grievance committees, and preparing reports;
- Conducting research and analysis, preparing recommendations, reports and conducting desk audits;
- Leading and participating in the conduct of organizational and central agencies monitoring and auditing initiatives;
- Negotiating collective agreements on behalf of employers or employees, mediating labour disputes and grievances, and providing advice on employee and labour relations;
- Planning and administering HR programs;
- Hiring and overseeing training of staff;
- Coordinating employee performance and appraisal programs;
- Conducting reviews and developing implementation strategies;
- Developing training and information sessions;
- Providing mentoring, tutoring, and coaching assistance;
- Assisting in the development of HR strategies to meet business needs;
- Assisting in the development of Integrated Business and Human Resources Plan to meet the needs of the organization;
- Developing and monitoring framework, conducting monitoring activities, and preparing monitoring reports;
- Developing and implementing HR related programs, framework, and initiatives;
- Evaluating programs and activities, reporting on lessons learned and making recommendations for the future;
- Researching and undertaking fact finding exercises;
- Implementing and tracking service standards, agreements; and
- Reviewing and proposing various organizational models.

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### **RS 2.5 Tasks and Responsibilities - Human Resources Consultant - *Intermediate***

The *Intermediate* Human Resources Consultant is to provide assistance to the *Senior* Human Resources Consultant in all of their activities, for the development of HR strategies that respond to ever-changing project management requirements and resource pool management, but to a lesser extent, where judgment and experience to be applied to project and/or program situations do not require the level of analysis and interpretation of a *Senior* Human Resources Consultant.

The required services may include, but are not limited to, the tasks identified in section RS 2.4 Human Resources Consultant – *Senior*.

### **RS 2.6 Tasks and Responsibilities - Human Resources Consultant - *Junior***

The *Junior* Human Resources Consultant is to provide assistance to the *Senior* Human Resources Consultant and to the *Intermediate* Human Resources Consultant in all of their activities, for the development of HR strategies that respond to ever-changing project management requirements and resource pool management, but to a lesser extent, where judgment and experience to be applied to project and/or program situations do not require the level of analysis and interpretation of a *Senior* Human Resources Consultant or an *Intermediate* Human Resources Consultant.

The required services may include, but are not limited to, the tasks identified in section RS 2.4 Human Resources Consultant – *Senior*.

### **RS 2.7 Tasks and Responsibilities - Leadership Development (Coaching) Consultant - *Senior***

The *Senior* Leadership Development (Coaching) Consultant is to provide a full range of leadership development and coaching services to the RPB's employees and managers for continued professional and career development within the Federal Public Service.

The required services may include, but are not limited to, the following:

- Assessing the client's professional profile and future aspirations;
- Conducting interviews and discussions;
- Shepherding exercises;
- Reviewing CVs;
- Gathering and studying data;
- Creating and recommending an action plan that develops greater awareness of key competencies and strengths, and identifies development areas which will enable continued professional growth and success within the GoC's public service;
- Providing on-going coaching to strengthen personal, management, leadership and career development; and
- Developing career continuity plans.

### **RS 2.8 Tasks and Responsibilities - Organizational Design and Classification Consultant - *Senior***

The *Senior* Organizational Design and Classification Consultant is to provide services for the enhancement of the organization's HR structure and the development of generic work descriptions for Real Property positions in PWGSC.

The required services may include, but are not limited to, the following:

- Performing strengths, weaknesses and opportunities analysis;
- Leading organization and classification projects following project management principles;
- Developing and implementing functional communities organizational models and associated generic work descriptions;
- Prototyping potential solutions in defining functional project management, charting and applications;

- Developing generic work description framework, and establishing appropriate learning tools for its application;
- Analyzing current and end state, developing options, and recommending new organizational structures which could include costing;
- Reviewing existing work processes and organizational structures to determine their efficiency and effectiveness, and making recommendations;
- Performing job, activities, and responsibilities analysis;
- Discussing with management the activities and responsibilities of a specific function and organization, and providing options in order to clearly define them;
- Reviewing, evaluating current work descriptions and recommending appropriate changes;
- Developing and updating generic and specific work descriptions, and delineating responsibilities within streams of work;
- Developing, implementing, and providing advice on new classification standards and occupational group structures;
- Providing advice and performing activities on conversion processes and redress mechanisms in the context of classification reform;
- Identifying policy needs and concerns;
- Researching and developing policies, guidelines, procedures, and tools;
- Researching, preparing and evaluating work descriptions;
- Participating in classification grievance committees and classification committees, and writing reports on their activities;
- Providing senior officials with advice on developing and integrating new organizational models or modifying current models;
- Researching and preparing classification relativity studies;
- Developing and providing advice on classification policies, procedures and tools;
- Analyzing policies and business functional requirements to identify information, procedures and decision flows, and making recommendations;
- Identifying organizations for re-design, prototyping potential solutions, providing trade off information, and suggesting a recommended course of action;
- Identifying the required modifications to the automated processes;
- Documenting workflow;
- Articulating business requirements;
- Providing advice in regard to defining new requirements and opportunities for applying efficient and effective solutions;
- Identifying and providing preliminary costs of potential options for new requirements and opportunities;
- Providing mentoring, coaching assistance, and training;
- Developing and delivering training;
- Coordinating the implementation of organizational changes;
- Evaluating performance framework, developing performance needs, and reporting on systems and processes;
- Researching, analyzing data, and issuing reports on those activities;
- Carrying out performance monitoring, and issuing reports on those activities;
- Developing and updating performance management systems, processes and tools;
- Providing advice and performing activities related to classification monitoring;
- Researching, developing and implementing generic work descriptions approaches;
- Reviewing and evaluating new or revised work descriptions;
- Compiling, assessing, and disseminating organizational design analysis; and
- Developing monitoring frameworks, conducting monitoring activities and preparing monitoring reports.



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## **RS 2.9 Tasks and Responsibilities - Staffing Consultant - Senior**

The *Senior* Staffing Consultant is to provide services for staffing and recruiting requirements as well as the management of HR pools of the Real Property sectors in PWGSC.

The required services may include, but are not limited to, the following:

- Developing staffing and resourcing strategies;
- Developing, implementing and conducting monitoring frameworks;
- Providing manager with demographic information and assisting in developing strategies to meet HR needs;
- Providing advice and guidance on different types of merit criteria and qualifications;
- Providing advice on workforce and process pros and cons;
- Identifying links with departmental Human Resources, Employment Equity, and Business plans;
- Providing advice on effectiveness of assessment instruments and assisting in the development or choice of proper instruments;
- Advising manager on organizational policy;
- Educating managers on legal implications in regard to hiring;
- Assisting manager in appropriate sequencing and application of merit criteria;
- Providing advice, guidance, and assistance on the review of any decision and impact of change;
- Creating departmental staffing reports including data gathering, doing interviews, and monitoring the various staffing activities;
- Performing activities including recourse, appeals, early intervention process, and alternative dispute resolutions for staffing purposes;
- Extending job offers and establishing starting salaries;
- Developing or assisting in developing strategies and plans for staffing and/or resourcing as needed for difficult-to-fill positions;
- Developing monitoring framework, and implementing and conducting monitoring;
- Developing and reviewing appointment sub-delegation instruments, the sub-delegation process and the supporting tools such as tables and sub-delegation certificates;
- Conducting environmental and statistical reviews;
- Reviewing organizational needs and business needs to assist in the identification of the appropriate staffing strategies and plans, including links to other plans such as the Employment Equity and Diversity Plan, and the Official Languages Plan;
- Providing advice and recommendations in regard to addressing staffing and recruitment challenges such as retention, under-representation, and shortages considering organizational strategies and plans;
- Developing and implementing recruitment campaigns and employment strategies;
- Providing advice and recommendations in selecting the choice of appointment process, screening, recruiting, hiring, and termination policies;
- Preparing and conducting recruitment and staffing processes on behalf of management. This may include any or any grouping of the following activities:
  - making recommendations on the staffing process type to be undertaken;
  - drafting and finalizing the statement of merit criteria;
  - developing and preparing the assessment guide, tools and process;
  - drafting and finalizing the advertisements;
  - coordinating and participating in the assessment of priorities, and the screening and assessments of candidates;
  - coordinating and administrating tests, interviews; coordinating and completing reference checks, etc.; and
  - compiling and preparing the final board reports and finalizing the results of the processes such as establishing pools of candidates;

- Planning, developing, coordinating, and administrating various staffing and staffing related initiatives such as job fairs, collective staffing, and targeted recruitment initiatives;
- Providing operational staffing services to a group of client managers;
- Providing advice and guidance to managers on staffing investigations, audits and Public Service Staffing Tribunal Complaints;
- Developing staffing policies, guidelines, procedures, and tools;
- Providing monitoring and reporting activities with respect to staffing within the organization or for central agencies;
- Drafting the documentation for staffing reports including the preparation of their data, information gathering and interviews;
- Gathering information and developing learning sessions and events for managers, employees and staffing experts;
- Reviewing employees' or candidates' qualifications to address redeployment or placement of personnel;
- Developing a framework and process for pool management and coordinating the management of such pool;
- Advising managers and employees on procedures and staffing policies such as screening, recruiting and hiring; and
- Providing mentoring, tutoring or coaching assistance.

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**ATTACHMENT 1 TO ANNEX A – EVALUATION REPORT PER RESOURCE**

**AS PER ATTACHMENT 1 TO PART 4  
TABLE 1  
FLEXIBLE GRID – RESOURCES**

#	Category	Level	Name	Education	Professional Certification	Relevant Experience	Total Score	Minimum Points Required

In accordance with the flexible grid criteria scoring method for this specific category and level, the proposed resource is found to be:

**RESPONSIVE**       **NON RESPONSIVE**

**AS PER ATTACHMENT 1 TO PART 4  
TABLE 2  
MANDATORY TECHNICAL CRITERIA (MTC)**

Mandatory Technical Criteria MTC2

**MET**

**NOT MET**

Mandatory Technical Criteria MTC3

**MET**

**NOT MET**

In accordance with the Mandatory Technical Criteria grid for this specific category and level, the proposed resource is found to be:

**RESPONSIVE**

**NON RESPONSIVE**

---

**THE CONTRACTOR'S PROPOSED RESOURCE IS:**

**RESPONSIVE**

**NON RESPONSIVE**

**ANNEX "B"**  
**BASIS OF PAYMENT**

**A Contract Period**

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

**A1 Professional Fees**

Firm All-inclusive Hourly Rate (including profit, overhead expenses such as administrative support, facsimile, courier, photocopying, mail, word processing, office supplies, other operating costs and any time spent travelling from the specified individual's work location to a specific pre-authorized work assignment) in Canadian funds. Firm All-inclusive Hourly Rate will be used as the basis of payment for each call-up. The Contractor will be paid firm rates as follows, for work performed in accordance with the Contract. Applicable Taxes are extra.

The Contractor will be paid all-inclusive fixed time rates as follows:

<b>ANNEX B TABLE 1 INITIAL CONTRACT PERIOD (YEAR 1 to 2)</b>			
<b>#</b>	<b>Resource Category</b>	<b>Level of Expertise</b>	<b>FIRM HOURLY RATE</b>
1	Administrative Assistant General	<i>Senior</i>	\$
2	Business Process Consultant	<i>Senior</i>	\$
3	Human Resources Assistant	<i>Intermediate</i>	\$
4	Human Resources Consultant	<i>Senior</i>	\$
5	Human Resources Consultant	<i>Intermediate</i>	\$
6	Human Resources Consultant	<i>Junior</i>	\$
7	Leadership Development (Coaching) Consultant	<i>Senior</i>	\$
8	Organizational Design and Classification Consultant	<i>Senior</i>	\$
9	Staffing Consultant	<i>Senior</i>	\$

**\* ESCALATION CLAUSE**

The firm hourly rates detailed in the Pricing Schedule above, will be adjusted annually on the start date of each new Contract Year (starting with Contract Year 2 and for the whole period of the contract including the option periods) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index (CPI) for Canada, All-Items (Not Seasonally Adjusted), published by Statistics Canada, for the 12-month period ending 3 months prior to the new Contract Year Start date <https://www150.statcan.gc.ca/n1/daily-quotidien/211020/cg-a001-eng.htm>.

Example: Contract Start Date: April 1, 2018

At the start of Contract Year 2 (i.e. April 1, 2019), the Contract Year 1 rates as stated in Table 1 Pricing Schedule would be increased by 2.3% based on the following assumptions:

		% Change in Monthly CPI
		↓
January	2018	1.7%
February	2018	2.2%
March	2018	2.3%
April	2018	2.2%
May	2018	2.2%
June	2018	2.5%
July	2018	3.0%
August	2018	2.8%
September	2018	2.2%
October	2018	2.4%
November	2018	1.7%
December	2018	2.0%

$$27.2\% / 12 \text{ months} = 2.3\%$$

To determine the Contract Year 3 rates, the Contract Year 2 rates calculated above would be adjusted using the same Statistics Canada Table and same formula with data for the January 2019 to December 2020, 12-month period.

## A2 Cost Reimbursable Expenses

### A2.1 Travel and Living Expenses – National Joint Council Travel Directive

No travel related expenses or living expenses will be provided for travel to or from PWGSC offices or sites within the NCA.

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](https://laws-lois.justice.gc.ca/eng/acts/N-4/), available on the Justice Website (<https://laws-lois.justice.gc.ca/eng/acts/N-4/>), at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the [National Joint Council Travel Directive \(https://www.njc-cnm.gc.ca/directive/d10/en\)](https://www.njc-cnm.gc.ca/directive/d10/en), and with the other provisions of the directive referring to "travelers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Project Authority.

All payments are subject to government audit.

Estimated Travel Cost on this contract: *To be determined at contract award.*

## B Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

**B1 Extended Contract Period**

**B1.1 Professional Fees**

Firm All-inclusive Hourly Rate (including profit, overhead expenses such as administrative support, facsimile, courier, photocopying, mail, word processing, office supplies, other operating costs and any time spent travelling from the specified individual's work location to a specific pre-authorized work assignment) in Canadian funds. Firm All-inclusive Hourly Rate will be used as the basis of payment for each call-up. The Contractor will be paid firm rates as follows, for work performed in accordance with the Contract. Applicable Taxes are extra.

The Contractor will be paid all-inclusive fixed time rates as follows, based on Year 2 rates:

Note: The following table will be filled out if Option Year 1, Year 3 is exercised.

<b>ANNEX B TABLE 2 OPTIONAL CONTRACT PERIOD (YEAR 3)</b>			
<b>#</b>	<b>Resource Category</b>	<b>Level of Expertise</b>	<b>FIRM HOURLY RATE</b>
1	Administrative Assistant General	<i>Senior</i>	\$
2	Business Process Consultant	<i>Senior</i>	\$
3	Human Resources Assistant	<i>Intermediate</i>	\$
4	Human Resources Consultant	<i>Senior</i>	\$
5	Human Resources Consultant	<i>Intermediate</i>	\$
6	Human Resources Consultant	<i>Junior</i>	\$
7	Leadership Development (Coaching) Consultant	<i>Senior</i>	\$
8	Organizational Design and Classification Consultant	<i>Senior</i>	\$
9	Staffing Consultant	<i>Senior</i>	\$

**\* ESCALATION CLAUSE**

The firm hourly rates detailed in the Pricing Schedule above, will be adjusted annually on the start date of each new Contract Year (starting with Contract Year 2 and for the whole period of the contract including the option periods) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index (CPI) for Canada, All-Items (Not Seasonally Adjusted), published by Statistics Canada, for the 12-month period ending 3 months prior to the new Contract Year Start date <https://www150.statcan.gc.ca/n1/daily-quotidien/211020/cg-a001-eng.htm>.

Example: Contract Start Date: April 1, 2018

At the start of Contract Year 2 (i.e. April 1, 2019), the Contract Year 1 rates as stated in Table 1 Pricing Schedule would be increased by 2.3% based on the following assumptions:

		% Change in Monthly CPI
		↓
January	2018	1.7%
February	2018	2.2%
March	2018	2.3%
April	2018	2.2%
May	2018	2.2%
June	2018	2.5%
July	2018	3.0%
August	2018	2.8%
September	2018	2.2%
October	2018	2.4%
November	2018	1.7%
December	2018	2.0%

$$27.2\% / 12 \text{ months} = 2.3\%$$

To determine the Contract Year 3 rates, the Contract Year 2 rates calculated above would be adjusted using the same Statistics Canada Table and same formula with data for the January 2019 to December 2020, 12-month period.

## B2 Cost Reimbursable Expenses

### B2.1 Travel and Living Expenses – National Joint Council Travel Directive

No travel related expenses or living expenses will be provided for travel to or from PWGSC offices or sites within the NCA.

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](https://laws-lois.justice.gc.ca/eng/acts/N-4/), available on the Justice Website (<https://laws-lois.justice.gc.ca/eng/acts/N-4/>), at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the [National Joint Council Travel Directive](https://www.njc-cnm.gc.ca/directive/d10/en) (<https://www.njc-cnm.gc.ca/directive/d10/en>), and with the other provisions of the directive referring to "travelers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Project Authority.

All payments are subject to government audit.

Estimated Travel Cost on this contract: [To be determined at contract award.](#)

**ANNEX "C"**  
**SECURITY REQUIREMENTS CHECK LIST**



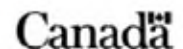
Contract Number / Numéro du contrat EN439-221984
Security Classification / Classification de sécurité UNCLASSIFIED

**SECURITY REQUIREMENTS CHECK LIST (SRCL)  
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)**

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine	Public Works and Government Services Canada	2. Branch or Directorate / Direction générale ou Direction Real Property Branch
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail ADMINISTRATIVE AND HUMAN RESOURCE SUPPORT SERVICES		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité UNCLASSIFIED
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Government of Canada  
Gouvernement du Canada

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UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :
9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  No / Non  Yes / Oui
- Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis
- |   |   |   |  |
|---|---|---|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input type="checkbox"/> SECRET<br>SECRET           | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT        | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |   |   |  |
- Special comments:  
Commentaires spéciaux : \_\_\_\_\_
- NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?  No / Non  Yes / Oui  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté?  No / Non  Yes / Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?  No / Non  Yes / Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?  No / Non  Yes / Oui

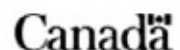
**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?  No / Non  Yes / Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

UNCLASSIFIED





Contract Number / Numéro du contrat EN439-221984
Security Classification / Classification de sécurité UNCLASSIFIED

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMDEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
				CONFIDENTIEL		TRÈS SECRET	NATO DIFFUSION RESTRICTÉE	NATO CONFIDENTIEL		COSMIC TRÈS SECRET	A	B	C	CONFIDENTIEL		TRÈS SECRET
Information / Assets / Renseignements / Biens / Production		✓														
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  No  Yes  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  Non  Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  No  Yes  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  Non  Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification / Classification de sécurité UNCLASSIFIED
--



**ATTACHMENT 1 TO ANNEX C  
SECURITY CLASSIFICATION GUIDE**

<b>National Capital Area Project Delivery (NCAPD) SECURITY CLASSIFICATION GUIDE for NCAPD ADMINISTRATIVE AND HUMAN RESOURCES SUPPORT SERVICES CONTRACT EN439-221984</b>	
APPLICABILITY	SECURITY LEVEL
1. The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), with approved Document Safeguarding at the level of PROTECTED B, issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).	Contractor (i.e. supplier): <b>Reliability</b>
2. The Contractor's personnel requiring access to PROTECTED information, assets or sensitive site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by the CSP, PWGSC.	Personnel (i.e. resource): <b>Reliability</b>
3. Processing of PROTECTED materiel electronically at the Contractor's site is NOT permitted under this Contract.	
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, PWGSC.	
5. The Contractor must comply with the provisions of the: a. Security Requirements Check List (SRCL) and Security Classification Guide attached at <b>ANNEX C</b> ; and b. Industrial Security Manual (Latest Edition).	

All other terms and conditions remain unchanged.

**ANNEX "D"**  
**PERIODIC USAGE REPORT TEMPLATE**

ANNEX "D"											
PERIODIC USAGE REPORT											
FROM MONTH DAY, YEAR TO MONTH DAY, YEAR											
CLIENT:	PWGSC, RPB, Directorate					TOTAL CONTRACT VALUE (Excl. Taxes)					
CONTRACT:	Name of Project Authority of the Contract					TOTAL AMOUNT EXPENDED (Excl. Taxes)		\$			-
CONTRACT #:	Contract Number					BALANCE ON CONTRACT (Excl. Taxes)		\$			-
TA #	TA Revision #	Title (Description)	Start Date	End Date	Total Estimated Costs On Initial TA (Excl. Taxes)	Authorized Increases/Decreases (Excl. Taxes)	Total Estimated Costs on TA (Excl. Taxes)	Total Usage/Invoiced Amount (Excl. Taxes)	Balance (Excl. Taxes)	Status	
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**ANNEX “E”**

**REPORT ON THE RESULTS OF THE INDIGENOUS PARTICIPATION PLAN (IPP) TEMPLATE**

**Report on Participation of Indigenous Firms, Indigenous Peoples and Indigenous Communities in the Performance of the Contract.**

Contractor’s name: \_\_\_\_\_

Contractor’s PBN: \_\_\_\_\_

Contract #: \_\_\_\_\_

Reporting Period: From \_\_\_\_\_ To \_\_\_\_\_  
(MM-DD-YYYY) (MM-DD-YYYY)

Report prepared by: \_\_\_\_\_ On \_\_\_\_\_  
Name (MM-DD-YYYY)

This report supersedes any previous report relating to this reporting period.

**A) INDIGENOUS BUSINESS PLAN**

Indigenous sub-contracts and/or firms services’ acquired by the Contractor.

Actual Participation – Indigenous Participation Plan		
Indigenous Subcontractor or Firm’s Name	Amount Paid	Service Category

**B) INDIGENOUS HUMAN RESOURCES PLAN**

Indigenous resources employed by the Contractor.

Actual Participation – Indigenous Participation Plan		
Indigenous Employee’s Name	Amount Paid	Service Category

C) INDIGENOUS TRAINING AND SKILLS DEVELOPMENT PLAN

Internship, Graduate on-boarding, On the job training, In-house training for Indigenous persons provided by the Contractor.

Actual Participation – Indigenous Participation Plan	
Indigenous Person's name	Training and Skills Development Provided

D) OTHER RELEVANT MEASURES

Other assistance to Indigenous Communities provided by the Contractor.

Actual Participation – Indigenous Participation Plan		
Indigenous Community Contact	Amount paid	Assistance Provided

NOTE: The Word Form document will be shared with the Winning Bidder at Contract Award.

**ANNEX "F"**  
**TASK AUTHORIZATION FORM**

<b>Contract Number</b>	
<b>Task Authorization (TA) Number</b>	Instructions to the TA Authority: Enter the number here <b>XX</b>
<b>Contractor's Name and Address</b>	
<b>Total Estimated Cost of Task before any revisions</b> (Applicable Taxes extra):	
\$ _____	Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00 or N/A. Add rows, as needed.	
<b>TA Revision Number: _____</b> ( ) Instructions to the TA Authority: Enter the number here, as applicable and the reason for the revision in parentheses.	<b>Authorized Increase or Decrease</b> (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>TA Revision Number: _____</b> ( ) Instructions to the TA Authority: Enter the number here, as applicable and the reason for the revision in parentheses.	<b>Authorized Increase or Decrease</b> (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>TA Revision Number: _____</b> ( ) Instructions to the TA Authority: Enter the number here, as applicable and the reason for the revision in parentheses.	<b>Authorized Increase or Decrease</b> (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>New TA Revision</b>	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00 or N/A.	
<b>TA Revision Number: _____</b> ( ) Instructions to the TA Authority: Enter the number here, as applicable and the reason for the revision in parentheses.	<b>Authorized Increase or Decrease</b> (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>Total Estimated Cost of Task after this revision</b> (Applicable Taxes extra):	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
<b>Contract Security Requirements</b>	
<b>THIS TASK INCLUDES SECURITY REQUIREMENTS:</b>	
The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), with approved Document Safeguarding at the level of PROTECTED B, issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC	
The Contractor's personnel requiring access to PROTECTED information, assets or sensitive site(s) must EACH hold a valid <b>RELIABILITY STATUS</b> , granted or approved by the CSP, PWGSC.	



**Required Work**  
Instructions to the TA Authority: The content of sections A, B, C and D must be in accordance with the Contract.

**SECTION A – Task Description of the Work Required**  
Instructions to the TA Authority: The content of section A must identify the project and/or program, provide a brief description of it, list the tasks/deliverables and identify if PSPC will provide the resource with a workstation and a Notebook.

One (1) **Select a Level and Category Here** required for the **Enter the name of the project and/or program here.**

**Select Work Location Here**  
**Select Equipment Loan Here**

**SECTION B – Applicable Basis of Payment**  
Instructions to the TA Authority: The content of section B must be in accordance with Annex B of the contract.

**Select a Level and Category Here**

**SECTION C – Cost Breakdown of Task**  
Instructions to the TA Authority: The content of section C must be in accordance with Annex B of the contract.

**Estimated Period of Services:**

Level & Category as Stated in SECTION A & B	Name of the resource	HOURLY RATE	Total Estimated Level of Effort (# Hours)	Total Estimated Cost
		\$		\$

Total Estimated Cost of Professional Fees to a Limitation of Expenditure: \$\_\_\_\_\_ (Applicable taxes extra).

**SECTION D – Applicable Method of Payment**  
Instructions to the TA Authority: The content of section D must be in accordance with Section 8 of the contract.

**Source of funding:** \_\_\_\_\_ Enter Project and/or Program Number or Financial Coding.

Monthly payments.



<b>Authorization</b>	
<b>By signing this TA, the Project Authority or the PSPC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.</b>	
Name of Project Authority:	
Signature _____	Date _____
Name of PSPC Contracting Authority:	
Signature _____	Date _____
<b>Contractor's Signature</b>	
Name and title of individual authorized to sign for the Contractor:	
Signature _____	Date _____

NOTE: The Word Form document will be shared with the Winning Bidder at Contract Award.